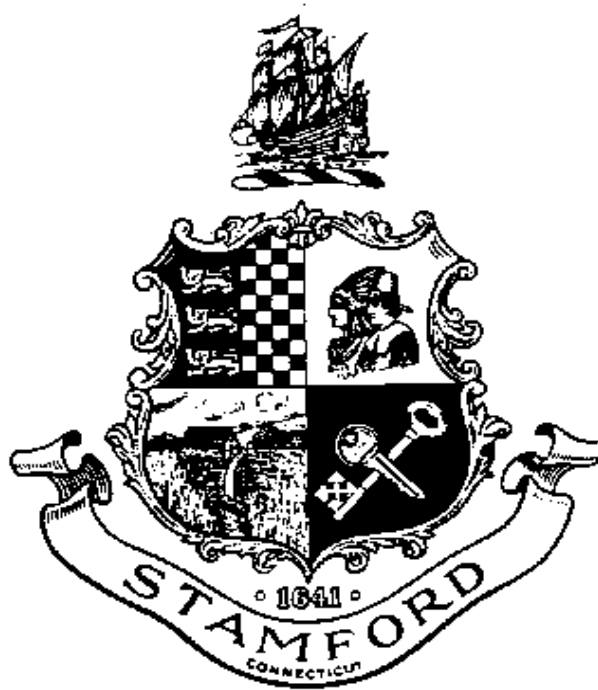


CITY OF STAMFORD



ANNUAL REPORT FISCAL YEAR 2011-2012

**MICHAEL A. PAVIA
MAYOR**

MAYOR'S OFFICE ANNUAL REPORT- FISCAL

Mayor Michael A. Pavia was elected on November 30, 2009 as the 30th Mayor of the City of Stamford. He began his first four-year term on December 1, 2009.

APPOINTMENTS TO MAYOR'S CABINET

Mayor Pavia's Cabinet members are as follows:

- Lynn J. Arnow, remains Executive Aide to the Mayor
- Ernie A. Orgera, remains Director of Operations
- Joseph J. Capalbo II, Director of Legal Affairs, appointed on July 31, 2012 replaced Michael Larobina.
- Michael E. Handler, Director of Administration, appointed on July 31, 2012 replaced Fred Flynn.
- Thaddeus K. Jankowski, Director of Public Health & Safety, appointed on January 31, 2012, replaced Robert J. Valentine.
- Laure C. Aubuchon, remains Director of Economic Development
- Anne T. Fountain, MPH, remains Director of Health and Social Services.
- Henry H. Yoon, M.D., FAAFP, remains School Medical Advisor and Physician of Record.
- Emmet P. Hibson Jr. remains Director of Human Resources

The Mayor's staff consists of two paid positions; an Executive Aide, Lynn Arnow and Office Support Specialist, Crystal Mitchell.

There are two Special Assistant's to the Mayor; Tim Curtin, who is a volunteer, remains Chairman of the Old Town Hall Redevelopment Agency and Chris Munger, holds a paid position as Special Assistant to the Mayor for Emergency Planning and Training.

Special Assistant to the Mayor for Emergency Planning & Training

Special Assistant to the Mayor for Emergency Planning and Training works closely with the Mayor and Public Safety to implement programs and initiatives to provide safety for the Stamford community. Initiatives include:

- Continually evaluate and update the City's and all local School Emergency Plans.

- Organize and conduct training in support of Emergency Planning and School Safety.
- Plan and assist in the updating of the Emergency Operations Center (EOC).
- Represent the City of Stamford at Federal, State and surrounding municipalities' functions in the Public Safety arena.
- Recruit and train Citizen Emergency Response Teams (CERT)
- Organize and manage the Mayor's Critical Incident and Planning and Response Team (CIPART).
- Organize and develop a Citizens Public Safety Academy to promote public safety education and awareness in the community.
- Coordinate pre-hurricane conferences, exercises and debriefings.

Special Assistant to the Mayor for Old Town Hall Redevelopment Agency

The Old Town Hall Redevelopment Agency (OTHRA) finished the year accomplishing a key milestone; OTHRA signed a ten year lease with the Stamford Innovation Center to occupy the remaining space at Old Town Hall (OTH). This is an exciting development that will bring not only economic activity to the building but provide the opportunity for additional business development potential. The Innovation Center will hold a variety of classes targeting entrepreneurship across the spectrum of experience. One of the sub tenants of the Innovation Center's space is Sikorsky Aircraft who see the opportunity to incubate new concepts and ideas that might not occur at their more formal R&D locations. Its Relevant, the online media company that moved in last year will also continue as a tenant but now as part of the Innovation Center.

The first floor public space remains available to the public for rent for private events. Currently planned for the fall is a 4 month art exhibit of the paintings of Lora Ballou. The OTHRA board hopes that this exhibit will provide the impetus for similar exhibitions to encourage the interaction of the space with the public.

APPOINTMENTS TO BOARDS & COMMISSIONS

Mayor Pavia has appointed/ reappointed 23 individuals to Boards and Commissions between December 1, 2011 and June 30, 2012.

CORRESPONDENCE/CONSTITUENT SERVICES

The Mayor's Office receives approximately 600 phone calls and emails daily from constituents, citizens, elected officials, board members, community agencies and businesses. In addition, the Mayor's Office receives approximately 150 correspondences

daily in the form of contracts, agreements, and other items which require Mayoral review, approval and processing. A significant number of letters from constituents seeking information, assistance in resolving issues or simply sharing an opinion, are also addressed and responded to accordingly. In addition to Mayor's very hectic work and meeting schedule, the Mayor receives invitations to attend approximately 15 to 20 community events per week and strives to attend each event personally.

CABINET MEETINGS

Mayor's weekly Cabinet meetings are a collective forum for members of the Administration to discuss important government projects, department issues, challenges, as well as other matters concerning the City.

DIRECTORS & MANAGERS MEETINGS

Once per month, Mayor Pavia invites all Directors and Department Managers throughout the City to participate in a roundtable discussion to share information and discuss current projects, initiatives and issues within each department. These sessions are very informative and provide the opportunity for each department to become familiar with what is happening throughout the City.

EMPLOYEE COMMUNICATIONS

Employees are able to keep apprised of day-to-day activities, programs, opportunities and other newsworthy items through the City's Intranet-available online at www.cityofstamford.org. Employees and departments submit information for postings to the site.

For the third year in a row, Mayor Pavia and his administration had the pleasure of hosting the City-wide Employee BBQ, held on the patio of the Government Center. Mayor and his Cabinet members prepared food, manned grills and provided lunch for approximately 320 City employees and representatives.

City employees also enjoyed fun and team spirit at the Annual Board of Representatives Softball Game, held in August. The very well-attended 2011 game welcomed many new players and guests to the event at Boccuzzi Park and another victory for the Mayor's team.

Many community events and holiday celebrations are held throughout the year at Government Center to which all City employees are invited and encouraged to attend.

KEY ACCOMPLISHMENTS / INITIATIVES:

In the summer of 2011, Mayor Pavia delivered his third *State of the City Address* to the Stamford Chamber of Commerce to share some very significant milestones and future initiatives for Stamford:

- Stamford is one of only 13 cities in the U.S. with AA/AAA bond rating allowing the City to borrow at a historically low interest rate of 2.62%.
- Stamford remains among a select few cities in the US to see significant economic activity. Our Grand List increased by **\$250+ million, the only city in Connecticut to do so.**
- This Grand List growth **reduced the proposed tax increase by more than 20%**
- In June 2012, Stamford's unemployment rate was 6.8%, consistently ranking **well below** the State's 7.8% and Federal 8.2%.
- The city's tax collection rate was exceptional at 98.6, higher than expected.
- The City is taking advantage of record-low interest rates and extremely competitive construction costs to further develop core capital projects and to expand road & sidewalk initiatives for next year's Capital Budget.
- Plans are underway to streamline the building permit process to make doing business simpler and quicker.
- A phone and web-based 311 system is being created which will enable residents to make service requests and access important information electronically through the city's website.
- Improved WPCA collection & lien practices have generated more than \$1 million in additional revenue over the past year.
- At Smith House, under a newly hired executive director, we have improved the admissions and collections processes to ensure that the facility is operating efficiently.
- Implementation of the School Nurse Assistant Program (SNAP), a medical records software program helps to maintain accurate medical information for all students.
- Key performance indicators have been developed to measure the effectiveness of your city government.
- Phase I Renovation of the Scalzi Park has successfully been completed on time and below budget. Phase II is scheduled to begin this fall.
- The 100 year-old Cold Spring Road Bridge has been completely re-decked and restored and will serve our city well for the next century.
- Tiger III, a \$10.5 Million dollar grant, will allow for significant improvements at the Stamford Transportation Center.
- Funding is in place and plans are underway to build a new Transportation Center Garage. The proposal process has begun.

- The Stamford Urban Transitway (SUT) Phase II is rapidly progressing. Ground work will begin in October 2012. Since the completion of Phase I, special attention has been given to improve traffic flow, maintain access to business along the route and to create staging areas to keep the right-of-way unobstructed.
- A growing number of Public/Private Partnerships are helping to enhance other areas of the city including, Fairgate Farm and the soon to be completed, Phase I of Mill River Park.
- Per the latest FBI statistics, **Stamford is ranked the 14th safest city in America** with 100,000+ populations, and the 2nd safest city in the northeast. Remarkable capabilities achieved over the past two years include:
 - An Expanded Bomb Squad
 - A Special Response Team (SRT)
 - K-9 units
 - A Hostage Negotiation Team
- Stamford Fire & Rescue and Stamford Volunteer Fire Departments firefighters recently went to Hartford to fight for legislation that would require all residences within the city to have both smoke and carbon monoxide detectors in the home. A local ordinance has been drafted to support this important initiative.
- Development continues robust throughout Stamford:
 - Chelsea Piers opened on July 9th bringing 250 jobs to Stamford.
 - This Fall, NBC Sports will open its headquarters, a \$100 million facility and is expected to employ 750 people.
 - The Park Square West development project completes one of the last undeveloped major properties in our downtown with construction of two residential towers of 18 and 15 stories with 417 luxury apartment units.
 - In the South End, a brown-field site only two years ago has been redeveloped to create new offices, retail, restaurants, a new boardwalk, docks, and waterfront residential properties.
 - Parallel 41 opened in July and is already 45% leased.
 - Charter Oaks has redefined the concept of mixed rate housing with the recent opening of Westwood, Charter Oaks newest residential community.
 - Construction at the former Advocate site has begun and will provide 336 new residential units just one block from the train station.
 - The Old Town Hall has been transformed into the Stamford Innovation Center and is poised to house Stamford's next generation of entrepreneurs.
- Educating Stamford's children properly and preparing them to be productive and contributing members of society is crucial to their future and ours. To touch on just a few of Stamford Public Schools' significant successes:

- The Scofield Magnet Middle School recently received a *second* \$100K grant from HP Corporation for its innovative water-quality testing curriculum by partnering with sister city schools in Peru and China.
 - More than 1,000 students scored sufficiently well on their AP exams qualifying them for college credits.
 - Students enroll in early college experience programs with UConn, University of New Haven, and Norwalk Community College.
 - The Class of 2012 was accepted into some of the nation's most competitive colleges and universities such as Harvard, Yale, Duke and Boston College.
- We continue to work hard to expand Stamford's sustainability and protect our environment, while generating additional revenue for our city. Some of the areas that make Stamford more sustainable include:
 - Engineered remediation at the Scofieldtown landfill includes environmental-proven capping technology and continued ground-water monitoring. Upon completion, the project will transform a waste area and 50 year old problem, into a recreational treasure.
 - Our recycling volume has grown from 12% to 25% and has generated over \$100k in additional revenue for our city.
 - The replacement of 1,000+ street lights and traffic lights with LED technology has resulted in a 23% reduction of the City's annual electricity usage.
 - We've installed 4 electric vehicle charging stations in various public locations.
 - Early on in Mayor Pavia's term, Mayor attended the Annual U.S. Conference of Mayors in Washington, D.C. There was a very important topic on the agenda: Civility. It was here that more than 400 mayors throughout the nation to came together to create what has become known as the "Civility Accord".

This accord is symbolic of the strong recognition among our cities and our nation that it is critical to maintain and restore cooperation, understanding and civility in government, and in society. Public opinion polls show that in every sector of society, civility has declined. This decline is marked by lack of personal decency, political attacks, outrage in the media and cyber-assaults in the blogosphere, and even violence.

Beginning this Fall, Mayor Pavia will launch the Stamford **Symposium on Civility**, bringing together representatives from worlds of Business, Education, Entertainment, Sports, Media, and Politics. Each of the speakers will share experiences from their respective backgrounds as we consider ways to re-introduce

civility into our daily lives. The symposium will run September 2012 through May 2013 and will be held at the Ferguson Library in Stamford.

Future Initiatives Include:

- Maintain fiscal discipline to moderate tax increase to lowest possible level while assuring the highest level of city services.
- Keep Stamford's top "Safe City" rating through proactive policing and community outreach programs.
- Make consistent, city-wide fire service a top priority.
- Continue to strengthen our credit rating and financial soundness.
- Continue business creation, attraction and expansion efforts.
- Reinstitute an Ethics Training Program for all municipal employees
- Redesign the City's website to make it more user-friendly.
- Continue to install additional energy efficient traffic and street lights
- Expand programs to increase our recycling *beyond 25%*.
- Partnering with CL&P and Bartlett Arboretum, expand our tree evaluation program to reduce power outages due to fallen or diseased trees.

CHARTER REVISION

The 17th Charter Revision committee studied the City's Charter over a period of ten months. Nine (9) proposed Charter changes were approved by the Board of Representatives. Some of the more significant Charter changes are as follows:

- Revise the Charter to create a single combined Fire Department including the following:
- (1) Create a single Fire Department composed of career and volunteer firefighters with a single Chief and a single Fire Marshal. (2) Creating the positions of Assistant Fire Chief for Career Services and Assistant Fire Chief for Volunteer Services. (3) Acknowledging that the Volunteer Departments are an important component to the new combined department.
- Revise Charter to establish, by Charter, the Water Pollution Control Authority and to insure that the provisions concerning the WPCA comply with State Law.
- Create by Charter, a Board of Ethics and mandate a City Code of Ethics.
- Revise the Charter to add a preamble to the Charter concerning citizen's rights.

All proposed changes will be placed on the ballot on November 6, 2012 where the citizens of Stamford will have the opportunity to accept or reject them.

MAYOR'S YOUTH EMPLOYMENT PROGRAM

On July 9th of 2012, The Mayor's Youth Employment Program will begin its second successful year, the number of job opportunities nearly doubling in size over the previous year. 45 local businesses and community agencies will provide 54 Stamford students with jobs and internships, and the opportunity to earn money, develop job skills and a good work ethic.

Students will work 28-hour work weeks, for a period of five weeks and will earn \$10 per hour. Prior to coming on site, the students attend a four-day training session to help prepare them for their work experience. Each Friday throughout the program, the students spend the day focusing on leadership, team skills, work ethics, customer service, time management and project management, and personal finances. Students also work closely with a mentor throughout the program. The MYEP program culminates in September with a presentation to Mayor Pavia on group projects that they have worked on.

MAYOR'S MULTICULTURAL COUNCIL

The Multicultural Council has grown to 35 members representing many different cultural backgrounds within the community. Annual programs such as: My Neighbors Faith Program at the Ferguson Library, The Columbus Day Parade, Miss Latina USA, Moroccan festival, Martin Luther King celebration, Stone Soup program, Christmas toys for the Three Kings Celebration and the Interfaith Council Holiday concert. Additionally, the Mayor's Multicultural Council recognizes more than forty Independence Day celebrations throughout Stamford each year.

Upcoming events for the next year will feature a movie showing of *The Gate Keepers* and Flags Around the Park (Mill River Park) to be installed next spring.

MAYOR'S YOUTH SERVICES BUREAU

Background:

The mission of the Mayor's Youth Services Bureau (MYSB) is to promote the development of caring, responsible and successful young people in the Stamford Community. We do this through the following direct services: juvenile justice prevention and intervention, youth activism, mentoring, adventure education, youth development, youth employment and coalition building. The Mayor's Youth Services Bureau also serves as the Lead Local Interagency Services Team (LIST) for the Stamford/Greenwich

Court Catchment Area as designated by the State of Connecticut Judicial Branch, DCF and CSSD. The List's are intended to engage and integrate communities and local voice into statewide planning efforts to meet the needs of youth at risk, court involved youth and their families to prevent further juvenile justice involvement.

During FY 2011-12, the Mayor's Youth Services Bureau included two full-time staff members, three part-time staff members, and 45 seasonal staff, as described below. The budget for the bureau was \$444,305.

Juvenile Justice Intervention

The Juvenile Review Board which is administered and managed by the Mayor's Youth Services Bureau is one of 100 JRB's in Connecticut. Established in 2006, Stamford's Juvenile Review Board diverts teens from the criminal justice system with an approach that emphasizes restitution, responsibility and community service. The juvenile review board works with first time offenders who acknowledge guilt for a minor criminal offense.

The Stamford Juvenile Review Board (JRB) is staffed by a part-time case manager and consists of approximately 20 volunteers who serve on the board representing the city's police department, youth serving agencies, board of education, DCF, probation and several non-profit agencies serving teens. All board members complete training prior to joining the review board.

The JRB has served over 350 young people since its inception in 2006. Pathways to Academic and Social Success (PASS) started in 2009 staffed by a part-time case manager, is a community based alternative and diversionary program for students in the Stamford Public School system who are at-risk of being referred to the Superintendent's Office and Juvenile Court, or the Stamford Police Department as a Family with Service Needs. Students can be referred for truancy, defiance of school rules, beyond control of their parent, indecent/immoral conduct and run away from home. The PASS program had 49 active cases in 2011-12 and has served over 103 teens and their families since its inception in 2009.

Mentoring

Mentoring is recognized by many youth development experts as a leading prevention tool against academic failure and social excursion. The Stamford Mentoring Partnership (STAMP), established in 2005, assists mentoring programs with training and mentor sourcing, as well as coordinates an e-mentoring program through a three year grant from

iMentor. The e-mentoring programs were held at the Alternative Routes to Success (ARTS) high school with the mentoring partner World Wrestling Entertainment Corporation and Stamford Academy with mentoring partner Genworth, with 40 students partnered with 40 caring adults in a weekly email curriculum and once a month face-to-face meetings for one year. The culmination of the program was a year-end celebration at the Ropes Adventure Course.

We are working to expand mentoring opportunities with the new Stamford Mentoring Collaborative team by partnering with The Governor's Prevention Partnership and 6 mentoring programs across the city.

Mayor's Youth Employment Program

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A Career Development Portfolio was given to each employee which included:

- Soft skills for success: Communication, Enthusiasm and Attitude, Teamwork, Networking, Problem Solving & Critical Thinking and Professionalism.
- First Work Week: Preparing for your working day, understanding the importance of dress in the office, office behavior, and working with others.
- Resume Development: Tips and checklist for a good cover letter and resume.
- Money Management: Understanding basic financial tools and budgeting.
- Interview Skills and Job Search Resources: Introduction of key techniques to find and secure your first job and use social media.
- Resume Completion: Each applicant completed a resume.

Adventure Education

The purpose of the Mayor's Youth Services Bureaus adventure education program is to promote and strengthen self-confidence, communication skills, teamwork, cooperation, trust, and leadership skills in children and teens. The adventure program is also used to promote healthy relationships between children and adults.

The program has several components. During the academic year, the Adventure Education program regularly works with a variety of community groups, youth serving agencies, as well as with public and private school groups. During the summer, we offer a full 7 week day camp for Stamford youth between the ages of 10-14. Pathfinders Adventure Camp offers a combination of traditional camp activities as well an adventure component that includes challenge course programming, canoeing, mountain biking, hiking, orienteering, and rock climbing. The camp served over 235 kids in 2011-12.

Mayor's Youth Leadership Council

The mission of the Mayor's Youth Leadership Council (MYLC) is to promote safe schools and communities, with an emphasis on teen dating violence and bullying. MYLC, which is based at Stamford High School, closed the 2011-2012 school year with 91 members, making it the largest student-led organization at the school, and one of the largest youth activism organizations in Connecticut. MYLC's model of youth activism includes three elements: public awareness activities, volunteer programs and social change campaigns.

During the recently concluded school year, MYLC designed and led 26 public awareness activities that reached 3,867 teens and adults with information about dating violence and bullying; devoted 136 hours of volunteer time to the children at the domestic violence safe house; and co-sponsored and testified in support of legislation that requires courts in Connecticut to send a restraining order to a teen dating violence victim's college or high school. The legislation comes on the heels of Public Act 11-52, which was co-sponsored by MYLC. That law allows teens to secure restraining orders against their abusive teen dating partner. MYLC will continue its public awareness and volunteer programs during the 2012-13 school year and work with the Stamford Board of Education on a teen dating violence protocol and an expansion of the school district's definition of bullying to include student on adults bullying, adult on student bullying and adult on adult bullying, which allows teens to access restraining orders against their abusive teen dating partners. MYLC is the recipient of the Governor's Educational Citizenship Award and the Volunteer Program Award from the Volunteer Center of Stamford.

Youth Development

The Girls Empowerment Movement in Stamford (GEMS) is a community based initiative to promote positive leadership development; youth led social change and gender conscious programming for girls. Every week, for 12 weeks a group of six to ten girls of similar age and development meet with a trained facilitator for two hours. The program is designed to guide girls to find their own voice in making more conscious decisions through the sharing of experiences with their peers, helping them make healthier and better choices. The girls circle is a format that allows them to apply that knowledge to their daily lives by looking at situations from different angles of potential outcomes and consequences. During FY 2011, 150 girls from Stamford participated in the GEMS program.

Coalition Building

The MYSB provides support to all youth serving organizations in the Stamford/Greenwich Court Catchment Area by serving as the Lead Local Interagency Implementation Team as designated by the State of Connecticut Judicial Branch, DCF and CSSD. The 13 List's, one in each court catchment area of the state, are intended to engage and integrate communities and local voice into statewide planning efforts to meet the needs of youth at risk, court involved youth and their families to prevent further juvenile justice involvement.

In FY 2011- 12, members of Stamford Afterschool Network, Juvenile Justice Programs, Systems of Care programs, Stamford Public Schools and the Results Based Accountability team met 9 times and convened over 100 youth serving agencies to identify strengths, weaknesses and gaps in services. The goal is to provide wrap around services to families in our area, and to serve as a voice at the state level, to advocate for funding, and to provide needed resources.

Accomplishments include:

- Memorandum of Agreement signed between police and schools as part of the school based diversion initiative.
- A culinary program for middle and high school alternative school students in collaboration with the Boys & Girls Club.
- Provided three staff trainings for school social workers on Truancy Prevention & Intervention.
- Provided four community trainings on Mental Health First Aid.
- Provided two trainings on Results Based Accountability for reporting.
- Provided two trainings for wrap around services for kids and families.

- Legislative testimony on school based diversion with police and schools with the Connecticut Juvenile Justice Alliance.
- Data collection for alternative school programs in collaboration with the Center for Children Advocacy.

Our vision is to reach every young person in Stamford who wants to get involved in positive, safe and rewarding activities in an environment where they are treated with dignity, respect and positive regard. We work with schools and community organizations to find ways young people can get involved and help make significant contributions that are meaningful and beneficial. MYSB strives to ensure that our local youth have the support and guidance they need to become the leaders of tomorrow.

OFFICE OF ADMINISTRATION

The Office of Administration is responsible for the administration of municipal finance functions including, but not limited to, accounting, treasury, payroll, budgeting, purchasing, central services, grants, tax assessment and collection, risk management and information technology. In addition, as the chief financial officer for the City, the Director of Administration has all of the customary powers of Town Treasurers and as such, is responsible for issuance of all municipal debt.

Due to the continuing weak economy and financial challenges facing large municipalities, including Stamford, emphasis continues to be placed on better controlling costs, improving fiscal year discipline, and more judiciously allocating capital resources. Considerable time and effort was spent in developing appropriately austere fiscal year 2013 operating and capital budgets. The approved fiscal year 2013 Operating Budget of \$479.8 million (which includes City operations and the Board of Education) resulted in a 2.9% average mill rate increase, among the lowest tax rate increases in the past 10 years. In addition, the approved fiscal year 2013 Capital Budget of \$34.5 million was within the City's "safe debt limit" guideline of \$35 million and reflects more deliberate capital planning.

In fiscal year 2012, the Office facilitated the engagement of personnel to improve financial administration in several critical areas: the City hired an internal auditor, which is an integral component to strengthening internal controls; an accountant was hired at the WPCA to manage the Authority's finances and; the Smith House hired a director, and is in the process of identifying a full time financial manager.

Finance

The City Controller's Office heads the finance function and is responsible for accounting and financial reporting, accounts receivable, accounts payable, treasury and cash management, debt management, payroll processing, and time and attendance and alarm administration. Its mission is to maintain financial management systems that produce timely and accurate information to aid in effective decision-making for the Mayor's Administration, elected officials, citizens, creditors, investors, grantors, and other interested parties. The City Controller's Office manages all accounting and payroll functions for both the City and Board of Education for over 40 separate and distinct funds including governmental funds, proprietary funds and fiduciary funds.

In the accounts payable function, more than 17,000 vendor checks were issued and almost 900 wire transfers executed in fiscal year 2012.

In the treasury function, over \$42.4 million of bond proceeds were spent for capital projects and other infrastructure improvements by the City alone. In the payroll function, the City issued over 187,000 payroll checks and direct deposits.

Once again, the City was awarded the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2011. This was the 24th consecutive year the City has received this prestigious award from the Government Finance Officers Association (GFOA).

Office of Policy and Management

The Office of Policy and Management (OPM) coordinated and prepared the Operating Budgets for fiscal year 2013 for the General Fund and Special Revenue Funds including the E.G. Brennan Golf Course and the Marina Fund. Additional budgets prepared included the Risk Management Fund, the Parking Fund and various grant programs. The Operating Budget continues to implement GASB Statement 34 changes such as department charges for employee benefits which include social security, unemployment compensation, medical, and life and pension contributions.

OPM coordinated and prepared the City's seven-year Capital Budget. OPM also participated in due diligence reviews with bond rating agencies prior to a general obligation bond sale and provided financial data to the City's financial advisors in order to produce an Official Statement. In addition, OPM assisted with the preparation and sale of Tax increment Financing Bonds (TIF) for the Mill River Corridor Project.

OPM monitored all revenues and expenditures through the preparation of various financial analyses including: quarterly financial projections, quarterly capital projects status reports and fiscal reviews of all requested administrative and board budget transfers and supplemental appropriation requests. OPM closely monitored major expense accounts such as public safety overtime, solid waste disposal, medical benefits and utilities. OPM is also responsible to manage the City's Internal Service Fund for medical benefits. OPM provided assistance to other departments in areas such as costing out the wage impact of proposed labor settlements and reviewing potential fee and fine increases, including reimbursement rates for police special duty assignments. OPM managed a central cost allocation plan for the telephone system and central services and it also functioned as a central point of service to all departments and elected officials in the provision of analytical services in support of special projects or requests for information.

Purchasing & Central Services

During the year, the Purchasing Office administered and processed over 12,394 purchase orders for goods and services; administered 209 City competitive bids and contract amendments; 145 competitive proposals, including contract amendments; processed 45 contracts and associated amendments based on cooperative bids; 159 contracts and associated amendments based on State of Connecticut contracts; 16 GSA contracts and associated amendments and 104 miscellaneous contracts and associated amendments. In addition, 144 contracts were extended and 58 City bid waivers and 59 WPCA bid waivers were processed.

Also, the Purchasing Department continued to refine its online bid system (E-Procurement). All bids and Requests for Proposals are retrieved electronically through the City's Purchasing website. Vendors are required to register online and download bid documents rather than Purchasing staff photocopying and mailing bid materials out to prospective vendors. This process has resulted in more operational and economic efficiencies in Purchasing.

The Central Service operation printed approximately 4.0 million impressions using a variety of copying and printing devices. The department also processed approximately 290,000 pieces of outgoing U.S. mail.

Grants Administration

Grants management includes identification of funding resources, application development, submission of grant contracts through the local approval process, subcontracting, financial reporting, processing required budget adjustments and program,

financial and compliance audits. Open communication with the grantor and all operating departments is maintained to facilitate maximum grants revenue generation and utilization. The Grants Office worked with 14 federal, 16 State, and 7 other agencies and several municipal operating departments to administer grant programs. The Office also provided staff support for the Mayor's Community Arts Partnership grant program.

In fiscal year 2012, the Grants Office managed 166 grant programs totaling \$381,673,062, which included a municipal match of \$112,088,065. Federal, State, local and private grants totaled \$269,584,997. The fifty-seven new grant programs administered in fiscal year 2012 included the following types: 40 Special Revenue, 3 Community Development, 7 Capital, and 7 Fund grants. The 49 new grant programs totaled \$44,783,391 including municipal matching funds. Grant funds collected during fiscal year 2012 totaled \$45,318,201.

The Stamford Community Development (SCD) Office directly administers the City's federal entitlement and competitive grants from the U.S. Department of Housing and Urban Development (HUD). During fiscal year 2012, the City received awards of \$1,045,801 from the Community Development Block Grant (CDBG) and \$592,923 from the HOME Investment Partnerships Program (HOME). CDBG funds are allocated by the Mayor and the Board of Representatives via competitive Requests for Proposals. HOME funds are made available throughout the year for the development of affordable apartments and condominiums as well as to low income homebuyers for down payment loans.

Under the Neighborhood Stabilization Program (NSP), a component of the Community Development Block Grant, one foreclosed condominium was rehabilitated and sold to a low income buyer. Through the sale of this condominium, the City received \$121,079 in NSP Program Income. The City is obligated to return this NSP Program Income to the State of Connecticut. The State deducts 5%, and then will increase our grant by the amount remaining.

Expenditures of \$1,423,405 in CDBG were made during fiscal year 2012 for housing rehabilitation, public improvements, public services and economic development. CDBG funds renovated and improved access to 323 affordable housing units. Expenditures of \$829,341 in HOME funds were made for the construction of 26 new affordable units and renovation of 21 units. In addition, the SCD Office made down payment loans to five low income families. Under NSP during the past year, the SCD Office expended \$705,408 and made loans for the acquisition and rehabilitation of two condominiums, one two family house and one single family house.

The Stamford Community Development Office administers the Housing Development Fund of the City's Capital Budget as well as its Linkage Affordable Housing Fund. In fiscal year 2012, the Office made a loan to Stamford Metro Green Residences Manager, LLC and released \$702,000 from the Capital Budget for the construction of 50 affordable apartments at Metro Green Residences.

The Stamford Community Development Office administers the City's Inclusionary Zoning Affordable Housing Trust Fund that receives payments from developers who opt out of providing the required affordable housing in their newly constructed multifamily housing. These funds are loaned to other developers who agree to construct affordable housing. In addition, these funds are used as bridge loans to the Housing Development Fund, Inc. (HDF) for making down payment loans to low income homebuyers. After the closing, HDF provides the loan documents to the Office which, after confirming that the buyer was eligible for federal assistance, reimburses the Affordable Housing Trust Fund account with HOME funds. The total expenditures in fiscal year 2012 by the Community Development Office from all sources were \$3,048,794.

Risk Management

The Risk Management Department's principal responsibilities include the purchase of insurance, administration of self-insured losses, budgeting, and allocation of insurance premiums, administration charges, and safety and loss control.

The Risk Management team includes a Risk Manager, Safety and Training Officer, and an Office Support professional. The principal initiatives of the Safety and Training Officer are: departmental and facility risk assessments, training, incident investigations, and safety audits. The Safety Officer and Risk Manager also participate in regulatory (i.e., OSHA, EPA, DEEP) inspections of City and Board of Education facilities, and assist in remediation of any issues found. The Safety Officer participates in monthly meetings with CONNOSHA, and has been working with CONNOSHA consultants to develop mandatory safety programs for use in some of our facilities. The Risk Manager oversees the management of Workers' Compensation claims, meeting with adjusters and managers regularly to review the handling of such claims. The Risk Manager also writes insurance requirements for, and reviews all leases, contracts, grants, and more than 3,000 building use permits per year for insurance purposes.

Safety committees, risk assessments, accident investigations, safety training, and first aid/CPR/Automatic Electronic Defibrillator (AED) were once again emphasized during the fiscal year, which continued to increase safety and accident prevention awareness and improve compliance among employees of the City. Stamford continues to participate in

National Drive Safely Work Week, sponsored by the Network of Employers for Traffic Safety (NETS), and continues to focus on the dangers of distracted driving, particularly as related to the use of cell phones and texting while driving. Stamford participates in the campaign, utilizing information and training materials provided by NETS to educate our employees on the dangers of distracted driving and the cell phone law in Connecticut.

Risk Management has continued the “How’s My Driving” program which includes bumper stickers on City vehicles that say: “*How’s My Driving? Please let us know. CityofStamford.org*,” and implemented an online citizen driver safety reporting system. Citizens have the opportunity to go to the City of Stamford website, click on the Risk Management Fleet Safety Program icon, and enter comments regarding the driving behavior of our employees using City vehicles. The Risk Management Department is committed to a standard of safe, courteous, and professional use of all City vehicles, and feedback regarding City vehicle use is very important to us. Our objective is to use such information constructively to foster continuous improvement in this area. Citizens continue to utilize this program. Information gathered has led to observations of driving habits, increased safety awareness, and additional focus on driver safety training. All of the combined efforts to improve driver safety continue to have a positive effect on employee driver performance.

Office of Assessment and Taxation

The Office of Assessment and Taxation is responsible for the valuation of all property located within the City and for the billing and collection of property taxes which account for approximately 87% of the City’s annual revenue.

Tax Assessment and Property Valuation

The Assessment and Property Valuation Department is responsible for establishing and maintaining fair and equitable property assessments so each property owner bears his appropriate share of the tax burden. The Assessment Department is responsible for accurately identifying, listing and valuing all taxable property within the City of Stamford. The principal activity of the department is the preparation of the Grand List, which represents the total assessed value of all property. In establishing the Grand List, the department must determine values for approximately 39,000 real estate parcels, 109,000 motor vehicles, and 5,000 personal property accounts. In addition, the department administers property exemption programs as mandated by State statute, administers the local senior tax relief and veterans’ programs, files required reports with the State of Connecticut, and responds to numerous requests for information, primarily

from the general public, local businesses, other City departments and other cities and towns throughout the state.

The 2010 Net Grand List of all taxable property totaled \$ 24,028,752,392, a decrease of \$61,233,985 from the 2009 Net Grand List.

In addition, the Assessor's Office successfully resolved over 65% of pending tax appeal cases during the fiscal year. This represented \$2.7 billion in assessed value at a settlement rate of less than 10%.

Revenue Services (Tax Collection)

The primary responsibility of Revenue Services is to maximize tax revenue due the City. The department has responsibility to bill taxpayers, collect and process payments, deposit and control revenue received, provide an effective delinquent collection program (including the timely filing of tax liens), furnish appropriate records and reports, and reply to requests for information from taxpayers and others.

The total amount of taxes, interest and lien fees (current and prior year) collected in fiscal year 2012 was \$420,236,551, an increase of \$12,792,867 from the previous year. Current year levy tax collections, including supplemental motor vehicle, were \$411,744,877 and total current and prior year levy tax collections were \$416,977,701.

The fiscal year 2012 levy tax collection rate for all property types was 98.66%. This was the eleventh consecutive year that the collection rate exceeded 98% and continues to represent the highest consecutive annual rate of collection in the City's history.

The City continued its relationship with an outside vendor (Collection Company of America) to collect delinquent motor vehicle taxes and realized over \$565,000 in additional revenue with this program in fiscal year 2012.

Taxation Services

The Taxation Services Department is responsible for providing administrative support to all Assessment and Taxation departments and also provides a variety of customer services in support of that process.

Technology Management Services

The Technology Management Services Department (TMS) continues to support all of the City and Board of Education Technology needs. With well over 10,000 service requests for support annually, our small technology staff keeps an inventory of over 8,300 computers, 1,560 applications and a centralized network of over 150 servers dynamically ready for our nearly 18,000 user base of City employees, teachers and students.

The network continues to be the heart of our technology operation. Today nearly all of the 60 plus City/BOE buildings have been connected with Dark Fiber which provides the fastest network/Internet access available. Recent additions to the network include the City parking garages and Turn of River Fire Station. Wireless network has been the recent growing trend and this past year we have launched Filtered Internet Guest Access at the Government Center and Terry Connors Ice Rink.

Internet delivered applications and cloud computing are also a trend the City has moved forward with. Presently, less than 40% of our 1,560 applications are available through the Internet but as each application is updated, Internet access has become a required component. This provides true “anywhere, anytime” access to the application and associated data in a secure manner. Ceridian HR/Payroll, VueWorks Citizen Services request and RecTrack recreation program access are among the most recent programs to be completely web based. The City website (www.cityofstamford.org) will soon receive a new look, and it is anticipated that citizens will enjoy increased access to online services.

Nearly a year ago, TMS began a program to virtualize services. This process eliminates hardware, minimizes electrical consumption (as well as requirements for cooling) and ultimately should reduce service time. Nearly 30 servers were consolidated over the year, and we are aggressively looking to virtualize many others in the coming year. In addition to the servers, we are looking at the same process to virtualize the computer desktop. The testing process should begin in early fall.

Over the last year, Tropical Storm Irene and a minor electrical fire in the Government Center provided opportunities to capitalize on the investment of Internet applications and virtualization of servers and desktops. These strategies provided invaluable technology services to makeshift remote sites at a moment’s notice. Without these continued investments, the City is vulnerable to excessive loss of operation during times of crisis.

OFFICE OF ECONOMIC DEVELOPMENT and INTERGOVERNMENTAL AFFAIRS

The Office of Economic Development and Intergovernmental Affairs are responsible for the business attraction and retention efforts for the City. The Office assists companies and organizations in navigating City and State regulations and identifying and administering various City and State incentives. The goal of these efforts is the expansion and diversification of the City's tax and economic base.

The Director acts as the chief liaison for the City's governmental relationships - Washington delegations, Federal government agencies, the Connecticut General Assembly and State development agencies as well as overseeing the City's State and Federal lobbying contracts.

The Office coordinates with the City's Grants Office to solicit Federal and State grant programs with the most recent success the awarding to the City: TIGER3; \$10.5 million from USDOT; Vita grant from HUD for \$1.105 million; West Main St Bridge Repair - \$850,000 and from FEMA – SAFER Grant - \$988,848, Port Security - \$610,000 and Firefighter Equipment - \$56,000. The City received three grants from the State - \$1.0 Million Brownfields Remediation from DECD; \$460,000 TOD Grant from DOT and the \$155,000 City Canvases Grant from DECD.

During the past year key economic development activity has included the opening of Chelsea Piers Sports Complex with 250 employees and the \$100 million fit-out of NBC Sports, relocating to Stamford with employment of 750+ people. Both of these operations are located at The Campus (the former Clairol site). Additionally, the Hospital for Special Surgery announced its first satellite MRI imaging center outside of New York City, to be co-located with the Stamford Hospital Sports Medicine facility, both of which will also be at the Campus location.

Several other headquarter relocations occurred during the year: Tronox, the world's largest integrated manufacturer of titanium oxide from Oklahoma City, creating 100+ new jobs; Intrepid Aviation from Memphis with 70 jobs; and Tweedy Browne, a 90+ year-old investment management firm from New York City with 50+ employees. In addition, Guardian Life is establishing a satellite office from New York City with 25 senior level executives.

September 2012 came the announcement of the relocation of Bridgewater Associates, the world's largest hedge fund, to Stamford. The proposed relocation is scheduled to occur by 2016 with 1,250 jobs and the potential growth of 1,000 more over ten years.

Residential openings included the 225 unit Lock Works and Affinity with 242 units in the South End; including units under construction, the total new residential units in the South End is 1800. Another 360 will be pending before zoning for approval at Yale and Towne, which will complete all residential construction within the Yale and Town site in the South End. In the downtown area, Parallel 41 opened in July with 124 units. Construction has commenced on the former Advocate site with 336 units, very close to the Stamford Transportation Center. Long awaited approvals were received for the Park Square West project which when completed in 2016 will add 417 high end units to the heart of downtown Stamford between two towers of 15 and 18 stories. Also approved for the downtown is the latest F.D. Rich Co project - Summer Place a 226 apartment complex which will add a tower of 24 stories, adding to the Stamford skyline.

The first hotel in the South End was approved in 2012, a 125 unit “boutique hotel” and is being constructed by BLT.

Work continues on the Mill River Park with the first phase of construction to be completed by December, 2012.

The City’s housing authority, Charter Oak Communities, completed Palmer Square, Phase 2 of the Vidal Court revitalization, with 76 mixed income rental units.”

PUBLIC SAFETY, HEALTH & WELFARE

The PSH & W Director has the responsibility of overseeing the activities and operations of the Stamford Police Department, Stamford Fire and Rescue Department, Stamford Emergency Medical Services, and the Office of Emergency Management. The Director coordinates operations with the city fire department and the volunteer fire departments and serves on the Smith House Board.

There have been many significant advances towards the department’s goal of creating a safer community and improving the quality of life in Stamford in areas such as training, equipment and emergency response. The neighborhood community policing philosophy is emphasized with cooperation between the community and law enforcement.

Fire protection has improved through a local ordinance requiring smoke and carbon monoxide detection devices in all residential buildings effective January 1, 2013. A State mandate was adopted providing fire protection in homes under construction. Smoke detectors were donated by First Alert and distributed at various locations and installed for those in need. Funding for a joint public safety boat for Homeland Security was obtained

from a federal grant and will be introduced later this year. The boat will be used jointly by police, fire and EMS.

A joint public safety education effort with the Stamford Fire and Rescue and Volunteer Fire Departments was initiated to promote the importance of smoke alarms in the home. Interagency communications have been greatly improved.

The Office of Emergency Management was enhanced through the development and updating of emergency plans, the establishment of better communication and training between city departments, and the creation of Community Emergency Response Teams (CERT) with approximately forty one trained members. The Emergency Operations Center is being updated to become a state of the art facility with high tech equipment that will allow for better performance during emergencies.

Homeland Security and emergency response and preparedness were enhanced through communications, numerous drills and tabletop exercises. Scenarios were organized involving mass casualties, mass decontamination and hurricane preparedness. The drills examined and enhanced Stamford's preparedness and responsiveness to emergencies and/or natural disasters.

The Incident Command System (ICS) is emphasized during emergency operations. ICS training has been provided to city agencies and additional ICS training is scheduled for later this year.

Excellent medical response is ongoing and emphasized with continued cooperation between the Emergency Medical Services (EMS) and Fire Department(s).

First responders are being trained in Medical Preparedness and Response to Bombing Incidents later this year.

Stamford Alert, an emergency notification system, was launched and a campaign initiated to promote public awareness. Residents received assistance with registering for "Stamford Alert" at many different locations including the Government Center. Environmental health, public health, occupational safety and health, and social services for residents and workers continue to be of utmost importance with many new and continuing programs.

The Smith House Skilled Nursing Facility has excelled with patient care, providing five-star services for the community as rated by Medicare.

THE STAMFORD POLICE DEPARTMENT

The City of Stamford is the sole, full-time law enforcement agency responsible for public safety in the City. The Police department is a multifaceted organization that consists of a wide range of units and four patrol policing districts. The department handled a multitude of major crimes in addition to thirteen thousand and seventy five (13,075) traffic stops and two thousand and ninety (2,090) arrests. The department is firmly committed to a collaborative, cooperative and interactive neighborhood community policing philosophy, working with residents to identify and solve community issues before they become crime problems. Patrol District Captains regularly attend community and neighborhood association meetings and officers participate in youth oriented summer camps.

The success of the department has been achieved in part due to the excellence of the Patrol and Investigative Divisions. In the past year, the department expanded its arsenal of specialty units to include a Special Response Team (SWAT) and a Hostage Negotiation Team. Current grants are utilized to enhance technology, tactical equipment and training, an array of youth related services, patrol foot post, domestic violence, internet crimes, narcotics investigation and outreach services.

The FBI has ranked Stamford as the second safest city in the Northeast and 14th out of 280 cities in the nation with populations greater than 100,000. This is a major achievement given that Stamford is a major financial, transportation and recreational center that swells the actual population to over 250,000 during the work week and over 140,000 in the evening hours.

Other specialty units include a Special Victims Unit (SVU) which has received statewide recognition for excellence, an Internet Crimes Against Children Task Force (ICAC), a Collision Analysis and Reconstruction Squad (CARS), a Crime Scene Unit, a K-9 Unit complete with search and rescue, bomb, ballistic and narcotic trained dogs, a Neighborhood Impact Unit, a Motorcycle Unit that consists of thirteen (13) officers and nine (9) Harley Davidson Motorcycles. Also, as an important coastal city our Harbor Unit utilizes state of the art vessel(s) to patrol the waterways year round. A state of the art Crime Scene Unit with a newly converted Crime Scene vehicle that will shortly have DNA capabilities for use in the field. The Youth Division operates both a Youth Boxing and Mentoring Program and a Truancy Reduction Program. In addition, the department boasts a 20 member Ceremonial Honor Guard Unit that has received widespread recognition for professionalism and has proudly represented the department and the City of Stamford in many regional events including the National Memorial in Washington, DC.

Patrol efforts are divided into four policing districts; North, Central, East and West consisting of both two officers and single officer patrol units. Together with the Neighborhood Impact Unit, crime suppression is evident by Stamford's high safety ranking. The Patrol Unit is also the prime division responsible for ensuring public safety during the many public events held during the year, particularly the highly popular, well-attended Alive @ 5 and Jazz Up July Summer Concert Series; and the Thanksgiving Balloon Parade.

The Investigative Division consisting of the Major Crime Squad, the Property Crime Squad, the Special Victims Unit, the Crime Scene and the Family Services Division are responsible for criminal investigations. All investigative units work in conjunction with the Patrol Division to form a comprehensive full service Police Department. The Investigation Division utilizes meticulous investigative skills combined with sheer persistence to solve crimes. The Investigative Division has clearance rates (approx. 84%) that dramatically exceed the national average (approx. 34%). The Narcotics and Organized Crime Unit investigates incidents pertaining to illegal drugs and organized crime. This unit averages over one thousand (1,000) arrests and regularly works with or has active members serving with all of our federal law enforcement partners. As a result, their efforts span well beyond the borders of Stamford. This past year the unit was responsible for arresting several major affiliated crime groups, receiving national recognition from the Department of Justice for their excellent achievements. These successful efforts have resulted in a significant increase in the Asset Forfeiture Program which has financially benefitted the department.

An important objective of the Department is to become more modernized by utilizing cutting edge strategies, advanced training, new technology and equipment. For example, The department has implemented advanced tactical training to enhance the police response in critical incidents and active shooter training.

New technology has been implemented for field based reporting and hot spot crime mapping.

The department is completely revising and updating its official policies and procedures, incorporating new, proven strategies designed to address crime and quality of life issues.

The department has significantly enhanced its technological capabilities to gather intelligence and share information in real time both internally and externally with our federal, state, regional and local public safety partners. The department currently has a dozen active grants and several pending applications to enhance all facets of operations. Current grants are utilized to enhance technology, tactical equipment as well as training,

an array of youth related services, patrol foot posts, domestic violence, internet crimes, narcotics investigations and outreach services. The department is currently moving to a cloud computing system that will enhance daily operations, disaster recovery missions and significantly increase data storage capacity. Other technological enhancements include; GIS Crime Mapping Dashboard, GIS Crime Maps posted on our website for residents to view, implementation of a Regional Information Sharing System with upgrades to RMS, CAD and Mobile Systems, and the implementation of paperless field base reporting.

Every day officers make sacrifices for the residents they serve and many have received special recognition for their courage and bravery. In addition to the Police Officer of the Year Award given for outstanding service to the department and residents, this past year brought numerous awards to officers for excellent performance in the line of duty. This is best represented by officers who were awarded the prestigious Combat Cross Decorations for the actions in armed combat. Many other citations were awarded officers who performed beyond the call of duty in life-saving critical incidents. Excellent performance has become the norm for the department which is widely regarded as a leader in the region.

Stamford Fire and Rescue Department (SFRD)

The Stamford Fire and Rescue Department responded to a total of eleven thousand one hundred and ninety-two (11,192) alarms during fiscal year July 1, 2011 through June 30, 2012. The total includes four hundred and sixty-six (466) fires of which Seventy eight (78) were structure fires, eight hundred and eleven (811) hazardous materials/ conditions related calls, one thousand one hundred and seventy seven (1,177) good intent calls, five thousand nine hundred and ninety-two (5,922) rescue / EMS first responder calls, eleven (11) severe weather & natural disaster calls, four hundred and fifty- two (452) public service calls and one thousand eight hundred and twenty (1,820) false alarms.

The Fire Marshal's office conducted a total of two hundred and fourteen (214) investigations this year. Over \$3,701,901 of fire damage resulted from the fires investigated. The Fire Marshal's office conducted eight thousand four hundred and twenty-four (8424) inspections/activities this past fiscal year. Of these eight thousand four hundred and twenty four (8,424) inspections/activities, two thousand and eighty one (2081) dealt with multi-family dwellings. The Fire Marshal's office Multi-family dwellings inspections continue to be a high priority. This past year saw a significant increase in plans reviewed and inspections of new construction due to the redevelopment of the City's South End.

Other valuable items to note are:

Fire protection has increased through a local ordinance requiring smoke and carbon monoxide detection devices in all residential buildings effective January 1, 2013. A State mandate was adopted providing fire protection in homes under construction.

A joint public safety education effort was initiated to promote the importance of smoke alarms in the home. Smoke detectors were donated, distributed at various locations and installed for those in need.

The Stamford Regional Fire School held numerous training classes, including State of Connecticut certification courses, for its personnel in an effort to maintain the highest level of safety and protection for the residents, business community and personnel of the City of Stamford.

The Mechanical Division performs preventive maintenance on Stamford Fire and Rescue and Stamford Volunteer Fire Departments vehicles. All of the department's ladders, ladder trucks and engines have been tested in accordance with OSHA and NFPA requirements. Hydrant maintenance is performed regularly and hydrants are repaired and replaced as needed.

The department has several specialized units that provide specialized services for public safety such as the Rescue Unit, the Marine Unit and the Hazmat Unit. The department is staffed with Hazardous Material Technicians, Dive Team members and medically qualified first responders. The department also has standing Mutual Aide agreements enforced with intercity departments, inter-state departments and New York State departments.

The Stamford Fire Department continues to be dedicated to protect the lives and property of all citizens in Stamford during Fire, Emergency Medical and Environmental Emergencies with highly trained and competent personnel. It continues to promote fire safety through education and code enforcement.

VOLUNTEER FIRE DEPARTMENTS

Belltown Fire Department

During the fiscal year 2011-2012, the Belltown Volunteer Fire Department responded to a total of five hundred and eighty-six (586) calls. The majority of these calls were in the Belltown Fire District, but several were mutual aid responses to Turn of River,

Springdale, and the Stamford Fire and Rescue Districts. The following significant incidents occurred during the year: During Tropical Storm Irene and the October snowstorm, the Belltown Fire Department responded to numerous calls for service in adverse weather conditions.

On February 9, 2012, an equipment malfunction sent natural gas into fully occupied Newfield Elementary School. And under the command of the Belltown, Fire Chief along with the assistance of the Stamford Fire and Rescue, Yankee Gas and the Stamford Police Department. Several hundred students were safely evacuated and the emergency was mitigated.

On June 20th, 2012, with a second alarm fire at the Stamford Government Center taxing emergency services, the Belltown F.D. assisted with a Mass Casualty Incident at Stamford High School and simultaneously responded to a structure fire on Hope Street in Springdale.

Belltown F.D. has assisted and worked in cooperation with the Stamford Fire and Rescue Department during many events throughout the year and during the tragic Shippan Christmas Day Fire.

Training has always been a top priority for the Belltown Fire Department. During the past year, various members were state certified as Fire Instructors, Fire Officer one (I), EMT, and Firefighter one (I) and two (II). Several members have recently been issued new personal protective equipment (PPE). The department continues to work on facility improvements.

Hope (Glenbrook) Fire Company, Inc.

The mission of the New Hope Fire Company is to provide the highest level of fire protection for the Glenbrook community and all other surrounding districts. The department responded to a total of approximately six hundred and three (603) calls for service including fire suppression, medical and nonmedical emergencies, vehicle accidents, weather related and hazardous materials incidents in the 2011-2012 fiscal year.

The department strives for community involvement through intensive fire safety education. The Company is committed to excellence in fire prevention and protection which would not be possible without adequate coverage from both career firefighters and dedicated volunteers. In an effort to continue providing excellent and cost effective

service, the Company aggressively pursues educational opportunities for firefighting training and public education in fire safety.

The New Hope (Glenbrook) Fire Company maintains a strong membership which consists of dedicated members who wish to provide fire and medical services to the residents of Stamford. The Company is committed to the continued growth of its volunteer membership.

Long Ridge Fire Department

The mission of the Long Ridge Fire Department is to provide fire, medical and other emergency protection for the residents in the Long Ridge fire district. During the fiscal year of 2011-2012, the Department responded to 732 incidents. These incidents consisted of eight building fires, three motor vehicle fires, 22 cooking fires, 10 oil burner malfunctions and 17 miscellaneous fires. In addition, there were 211 EMS calls, 38 motor vehicle accidents, 9 carbon monoxide incidents, 126 wires/trees down, 22 hazardous conditions, 57 public assistance calls, 28 good intent calls, 179 false alarms and two severe weather events.

The Long Ridge Fire Department strives to operate in the most cost efficient manner while providing the highest level of service. The Department has two fire stations, six vehicles, with the main station located at 366 Old Long Ridge Road in Stamford. Over 3,500 homes and businesses are located in the district, which covers a land area of 14 square miles and a population of approximately 8,000 people. The Department also provides fire service to those districts where mutual aid agreements are in place.

The Long Ridge Fire Department, through various activities and publicity campaigns, promotes volunteerism and is sensitive and responsive to community needs.

Springdale Fire Department

The Springdale Fire Company responded to a total of nine hundred and thirty six (936) calls for the 2011-2012 fiscal year, the calls consisted of both emergency and non-emergency assistance. There were four hundred and fifty six (456) calls for EMS, representing the majority of the responses.

Springdale firefighters continues to respond to an array and variety of calls for service including extinguishing fires, providing Advanced Life Support techniques at medical emergencies and vehicle accidents. They also respond to hazardous materials emergencies, fire alarms, and weather related incidents. The Springdale Fire Department responded to four hundred and fifty six (456) EMS calls, two hundred and twenty-one

(221) False Alarms calls, one hundred (100) Hazmat calls, sixty (60) good intent calls, forty (40) Service calls, fifty five (55) Fire calls, and one (1) weather related calls.

Springdale Fire Company maintains a strong membership which consists of dedicated members who wish to provide fire services to the residents of Stamford. The department also houses twenty (20) Stamford fire and Rescue members as well as their engine (E7). Springdale continues to make training one of its top priorities throughout the year. The training continues weekly and many times involves other volunteer departments such as Long Ridge Fire Company. Springdale Fire Company has recently been granted access to the downtown Training facility. Springdale values training as it leads to higher certifications and better service to the citizens and visitors of the City.

Turn of River Fire Department

The Turn of River Fire Department retains its commitment of providing the best possible fire and rescue service to the homes and businesses it protects in the Turn of River Fire district. Through mutual aid agreements the department assists in protecting surrounding districts, and is involved in the special needs of the community on many levels. The department has accomplished these goals by utilizing the skills and talents of dedicated and state certified volunteer firefighters in cooperation with the services of career firefighters. The Turn of River Fire Department is a 100 percent volunteer fire department that operates out of two stations. The fire district covers about 16 square miles of the City of Stamford and is home to a number of Fortune 500 corporate headquarters, along with a sizable commercial district and residential area. The department protects the length of the Merritt Parkway in Stamford from New Canaan to Greenwich. The number of responses has steadily increased over the years due to wide use of fire protection systems and gradual population increase.

During the fiscal year of 2011 to 2012, the Turn of River Fire Department responded to a total of 1,602 incidents. Of the incidents responded to, 60.5 percent were emergency medical incidents, 21 percent were good intent incidents, 15 percent were hazardous condition incidents, and 3.5 percent were fire incidents.

Turn of River Fire Department received a donation of 1,000 smoke detectors from First Alert Corporation for distribution to homes in need of smoke detection equipment. The smoke detectors were made available to all City of Stamford residents.

The TOR Fire Department has kept its present water tanker in service as a water shuttle apparatus because of its lack of pumping capacity. The tanker is available to the City of Stamford and surrounding towns. A new replacement tanker has been requested through the capital budget process.

The department has maintained its progressively high standards of operation in regards to all other department-owned apparatus and has replaced numerous pieces of aging equipment through the operating budget this year. The department through the use of a 2008 recruitment and retention grant has almost doubled its membership of active firefighters within the last few years.

Training is always paramount, as the department continues to increase the level of training for all of its firefighters. All fire officers are Connecticut State Certified to a minimum level of Fire Officer One.

STAMFORD EMERGENCY MEDICAL SERVICES

SEMS' mission is to provide consistent, compassionate, high quality, pre-hospital paramedic service to the citizens and visitors of Stamford. SEMS responded to 13,121 calls for medical assistance this year, the highest number ever. Of those calls, 5,779 required highly trained paramedics to perform Advanced Life Support (ALS) interventions. SEMS responded to 93% percent of all calls within eight minutes and SEMS has an average response time of five minutes to ALS calls. The rising number of calls in the past few years has necessitated SEMS running a 5th ambulance to ensure adequate coverage and prompt response.

SEMS also provided medical coverage/support to all large-scale events in the City such as the Thanksgiving Balloon Parade and the Alive at Five Concert Series. Additionally, SEMS during weather related events provides assistance beyond their normal capabilities because of increased call volume, deploying additional resources without interruption to the day to day operations.

SEMS is a key participant in the City's Heartsafe Initiative and provides training to citizens as well as professionals. This year SEMS expanded its training program to include Emergency Medical Technician (EMT) classes and assisted with the City's Community Emergency Response Team (CERT) training. These classes increase the numbers of local trained responders available in case of a large scale incident. SEMS participated in planning for the CPR event at the new Chelsea Piers, and helping to train over five thousand citizens in hands-only CPR, thereby increasing the chances of survival for cardiac arrest victims throughout the City.

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

The Department of Health and Social Services continues to work to improve the health and safety of those who live and work in Stamford. Through our various programs, we continue to apply the basic principles of health promotion and disease prevention. This is accomplished through our programs in public health nursing, environmental health inspection, social services, senior services, HIV prevention, laboratory services, public health education, women, infants and children's health, oral health, and school based health.

Environmental Health Inspection

There were 3,552 inspections related to housing, lead, mold, asthma, air pollution, food, day care, bedbugs, pools, weights and measures, rodent, septic, stagnant water, water pollution, noise and general complaints.

There were two hundred and twenty-six (226) housing safety and zoning code enforcement (health inspections). There were two hundred and forty nine (249) orders were issued to abate violations of code ordinances and seventy four (74) orders sent to vacate illegal residential units. There were five (5) affidavits were sent to the office of the State Prosecutor in Housing Court. There were twenty five (25) inspections assessing the environment of structures housing asthmatic children (Breath of fresh Air Program).

Public Health Nursing/Dental Hygiene

There were 6 new cases of active pulmonary tuberculosis (TB) this fiscal year. The caseload of clients being followed by directly observed therapy (DOT) was 9. A total of 414 nurse-visits to health providers, schools/homes and 858 client-visits to the TB clinics/ nurse's office and phone follow-ups which occurred during the fiscal year to manage this disease in the community.

As a result of the November report of the TB nurse coordinator to the Health Commission, a series of meetings including the State Department of Health and the OB department of one FQHC, OPTIMUS occurred. The purpose of these meetings was to develop policies for offering IGRA testing to pregnant women with positive PPDs. This is a work in progress.

The childhood immunization program (IAP) for children age 0-35 months involves collaboration with all local health care providers to ensure age appropriate immunization for children who may be lost to follow-up. The IAP coordinator's responsibility has expanded to include the auditing of all traditional/non-traditional providers receiving childhood vaccines, through the VFC program. These include Planned Parenthood, hospital pharmacies and school based health centers. More than 87 percent of the children identified by the state IAP program for follow-up were located through outreach. Vaccine information is available in 30 languages and this is very beneficial to Stamford which speaks approximately 58 languages.

The Cocoon Program launched by the department in October 2010, continues to offer by appointment, free state-provided Boostrix vaccine to childcare givers; including parents and grandparents, against Whooping Cough. The incidence of this serious and sometime deadly disease in babies and young children continues to increase in the Tri-state area. The Cocoon program collaborates with the hospital's maternity program to promote the vaccination of all identified caregivers of young children. This year, 238 individuals were vaccinated; after a comprehensive health education session about the vaccine. This is an increase of 57 percent in June 2012. New York City has launched a similar program.

Well Child Clinics and schools received six hundred and twenty-six (626) infants and children received 1,277 vaccines. There is a 70 percent increase in the number of children seen from fiscal year 2010/2011. The change to State supplied and usage of "bundled vaccines" accounts for the seeming decrease in the number of vaccines given, compared to last year. Due to the economy and continuing loss of health insurance, private health care providers have increased their referral of patients to the health department clinics for the childhood vaccines. A new program was launched on Thursdays beginning November 2011 to update students' immunizations due to the large numbers of 7th graders who did not have the required Tdap and Meningococcal vaccines.

There were 39 physicals completed and 110 vaccines provided. There were 434 vaccines and 70 prescriptions for Malaria and Typhoid in the Traveler's International Clinic, bringing in revenues totaling \$31,570.00.

977 clients in 1,424 visits attended the STD clinics and received comprehensive screening, diagnosis, treatment, counseling and follow-up. The four-year-old state mandate to screen for all STDs including HIV is now well accepted by staff/clients. There were three (3) HIV positive cases identified and referred to Stamford Cares for more comprehensive follow-up and care.

A new policy of the clinic is to encourage patients diagnosed with STD to have their partners treated. Medication is available for the client to take home, if the partner refuses to attend the clinic. However, the client should be confident that the medication will be taken by the partner as directed. Approximately, 10 clients took advantage of the Expedited Partner Treatment (EPT) program. 557 doses of flu vaccines were administered to the community, by the health department during fiscal year 2011/2012. This represents a 13 percent increase in the 498 doses given last year.

Working with the environmental division, 22 asthma visits were made to assess the home and medical status of children diagnosed with chronic asthma, and who continue to experience acute symptoms. 6 children stabilized and successfully completed the program. Referrals are primarily from physicians or school nurses. The donations of air purifiers, pillowcases, mattresses and other essential items are distributed as necessary to improve asthma-related living conditions in the home. The Breath of Fresh Air program is an established success in the community.

The staff of three dental hygienists with a caseload of 4,110 students examined 74 percent of the public, private and parochial student population this year. 60 percent of all elementary school children referred from the screening program, received treatment. This is a 3 percent increase from last year due to intense case management. The operational dental clinics in 6 public schools provided preventive services to 321 and treatment services of 126 public and non-public school students, referred to these clinics. Nine students had to be referred for oral surgery.

There was a 99 percent completion rate of qualified second graders. And a 72 percent of parents that signed the required permission for the students to be sealed. The number of 5th graders with dental caries continues to decrease with the success of the sealant program. The rate of dental caries in students has decreased from approximately 24 percent 3percent since 2005. This cost effectiveness of health prevention is borne out by the success of Stamford's dental sealant program.

Two school nurses served 1,200 three and four-year olds in the 31 daycare centers/nurseries this fiscal year. The focus of this early identification and referral for the remediation of health conditions is to prepare these preschoolers to enter school ready to learn.

Thirty-two public/non-public school nurses served the student population during a total of 65,534 visits. This is an 11 percent increase from last year. The number of students with asthma and diabetes significantly outnumber those with life threatening allergies, seizures, obesity and depression. The annual staff development program aims to bring

current health information to all public health nurses and dental hygienists, to maintain the highest level of public health practice.

The high increase in special education students, the school district decided to fund the hiring of two additional school nurses for this population.

The School Nurse Assistant Program, (SNAP) a school nurse-specific software, finally became a reality. Everyone was trained and after this year of transition, the goal is to go paperless by June 2013.

Stamford Mobile Medical Outreach Program

The Mobile Medical van promoted a regular schedule of time and location this year. As a result, utilization of this service remains high. Blood Pressure screening in the cafeteria conducted once per month remains part of this outreach effort. Of the 618 clients screened, 61 were referred for a variety of health issues, including housing and health insurance.

HIV Prevention

The HIV counseling and testing services provided 695 HIV tests and 920 HIV test counseling sessions. Both 20 minute HIV rapid tests and week long OraSure HIV tests were provided. Tests were provided at 12 different sites throughout the community. There were 53 individuals who received 301 comprehensive risk counseling sessions. Two hundred and twenty-four (224) attended 104 HIV risk reduction groups sessions provided at multiple community agencies throughout Stamford to include; Liberation Programs Inc., St. Luke's Lifeworks, Meridian House, Viewpoint, AIC (Alternative to Incarceration), Shelter for the Homeless, Boys & Girls Club, Domus Programs, Westhill, Stamford, AITE High Schools and others. The HIV street outreach workers made 2,512 outreach contacts to individuals throughout the neighborhoods of Stamford as well as linkage to community and HIV services. Of those, 44 percent female; fifty six percent male; 23 percent white; 30 percent black; 31 percent Hispanic; 4 percent Asian; 12 percent other; 25 percent 13 to 19 year olds, 36 percent 20 to 25 year olds, 39 percent 26 years old and over. In total there were 2,228 individuals who received HIV prevention services from the Stamford HIV Program.

Laboratory Division

The Stamford Health Department Laboratory provides supportive lab services to the function of the health department along with direct public accessibility to its analytical services and public health educational information to the citizens of Stamford.

This past year, 267 ticks were submitted for Lyme testing with eight percent of those submitted being infected with the Lyme disease bacterium.

A laboratory technician is present at all Well Child Clinics to perform testing hemoglobin determinations and lead screenings. The technician is also available for hemoglobin determinations and lead screenings for the WIC program and private physicians when necessary. This past year, over 300 children have been tested.

There were 1,230 STD tests were performed for the department's STD clinics. Patients are routinely tested for chlamydia, gonorrhea, and syphilis. A laboratory technician is present at the clinics to perform laboratory testing (wet preps and gram stains) and process samples to be sent to the state.

Our significant illness database continues to be updated with new diseases and illness of Stamford residents reported to the health department. There were 910 submissions entered into the database last year. The submissions are tracked for trends and clusters so that adequate follow-up can be performed.

There were 1,067 samples (beaches, shell fishing waters, ponds, and streams) tested by the laboratory for bacterial and chemical composition. Of the 1,067 samples, 3,626 individual tests were performed.

Bedbugs have become an increasing problem in Stamford. Last year, 82 people submitted bedbugs for identification. Once identified as bedbugs, inspectors will perform a home inspection and issue order to the landlord for extermination.

In January of this year, a well water ordinance went into effect. Over a two year period of 2012/2013, 1,500 North Stamford residents with wells will be tested for pesticides namely dieldren and chlordane and volatile organic compounds (VOCs) at a fee of \$100.00. A laboratory technician was hired to facilitate this program. Testing and collection began in March of this year with a total of 301 wells collected and tested as of June 30, 2012. 750 wells will be collected and tested in year one and 750 will be collected in year two. At this time, 1500 plus residents have signed up for the program.

The laboratory along with animal control insures that animals that need rabies testing are transported to the state for testing. This past year 12 submissions were made to the state. Of those 12 submissions none tested positive.

WIC (Women, Infants and Children)Program

The federally funded WIC program serves low-income pregnant, postpartum and breastfeeding women, infants and children up to age five who are at nutrition risk. The WIC program provides nutritious food supplements containing those essential nutrients often lacking in the diets of populations at nutritional risk, breastfeeding promotion, infant formula and nutrition education. Through close ties with other community and departmental services, the WIC Program is able to assist participants in attaining other health services.

To align with the 2005 Dietary Guidelines for Americans and the recommendations of the American Academy of Pediatrics and the Institute of Medicine, in October 2009, Connecticut WIC implemented a revised food package. The revised food package includes age appropriate fruit and vegetables, whole grain foods, low fat milk, milk and dairy alternatives and ethnically appropriate foods. In addition, for the 2012 season, 2989 eligible Stamford WIC participants and 1644 eligible Norwalk WIC participants will be receiving Farmer's Market Coupons through the Connecticut Department of Agriculture's Farmer's Market program. Breastfeeding promotion and support is a major goal of the Stamford WIC program. The Stamford WIC Program staff consists of 5 Certified Lactation Counselors at the Stamford office.

Currently, Stamford WIC has 3,435 participants primarily from Stamford, with a small population from Greenwich, Darien and New Canaan and additionally, 1850 participants receiving services at the Norwalk WIC, primarily from Norwalk with a small population from Westport, Weston and Wilton. Satellite locations are at the Greenwich Town Hall for Stamford WIC and at Norwalk Economic Opportunity Now, South Norwalk in Norwalk WIC.

Social Services Division

During fiscal year 2011/2012, the number of Rent Rebate applicants that filed with Division of Social Services was 1,473.

The number of seniors that received services from the Senior Outreach Coordinator during fiscal year 2011/2012 was 1,598. Not counted in this number are many family members or agency personnel that accompany the clients.

The Municipal Agent for the City of Stamford served a total 1,320 senior clients that fit into the State Municipal Agent mandatory reporting categories.

In fiscal year 2011-2012, there were 37 applications for relocation assistance. Of those, 24 applicants received assistance for relocation. This number is not representative of the number of clients that come into the division requesting rental assistance and information about affordable housing.

There were 151 evictions in fiscal year 2011/2012. The eviction process requires coordination with State of Connecticut Marshals, evictee, and the moving and storage companies to ensure evictees belongings are stored and released and that evictees are given every opportunity to retrieve their belonging before they are auctioned. Often evictees seek services for sheltering, food, clothing and other emergency services.

The Social Services Bilingual Outreach Worker assisted 2,257 families on various issues including, husky insurance enrollment, immigration, housing, child support, job applications, translations, unpaid hospital bills, referrals to other community agencies and programs etc.

Also, 39 notary services were provided by the outreach worker in fiscal year 2011/2012. There were 936 Husky applicants (adults and children) in fiscal year 2011/2012.

The Social Services Outreach Worker provided educational outreach at) Health Fairs, 6 Well Baby Clinics, 16 Stamford Mobile Medical Program, 61 Task Force Inspections, and 4 School Presentations. In addition, the Outreach worker coordinated Holiday Gift Giving Project in the fiscal year 2011/2012 for needy families. There were 147 children that received gifts during the holidays.

The Social Services Division continued to oversee the city's successful Share the Fare program for subsidized, half-price taxicab rides for Stamford senior citizens and disabled individuals and managed the Stamford Senior Transportation program, SST. Under contract, via services provided by Norwalk Transit, Stamford enables reduced fare, door-to-door transportation services for healthy senior citizens who are ineligible for Connecticut's subsidized Easy Access para-transit services, yet in need of affordable of transportation to senior nutrition and shopping sites.

Public Health Education

The Health Exchange - a quarterly newsletter published by the Department of Health & Social Services, was distributed throughout fiscal year 2011-2012 to internal and external

audiences. The newsletter is intended to update the public on services available through the department, as well as highlight timely health information. The Health Exchange is posted on the City of Stamford's website.

Stamford Cancer Awareness Initiative, The City of Stamford, Stamford Hospital, and the American Cancer Society continued their health education activities by partnering on a variety of programs for the Stamford community. The purpose of this collaboration is to promote community awareness about the importance of cancer screenings and healthy lifestyle choices. By partnering with Stamford Hospital and the ACS, the City of Stamford hopes to reach out to the broadest possible audience with top quality health education information and services. Activities in fiscal year 2011-2012 included:

Lung Cancer awareness/prevention – Implemented the Great American Smoke Out poster contest for Stamford elementary school children and received more than 400 entries, which were presented to middle school students on the dangers of tobacco use.

Breast Cancer awareness/prevention – City employee presentation on prevention, screening, and latest research. The City of Stamford collaborated with Stamford Hospital's Bennett Cancer Center to promote a variety of events throughout the month of October.

Colon Cancer awareness/prevention – provided a resource table with educational materials in Government Center during Colon Cancer Awareness month in March. An evening panel discussion, led by members of the medical community, also presented the public with an opportunity to learn about this preventable disease.

Skin Cancer awareness/prevention – Apply, Don't Fry campaign launched to promote importance of sun safety and use of sunscreen. Information disseminated via a number of City channels, including Department of Health and Social Services newsletter, Stamford Public Schools, Parent Teacher Organizations, Department of Parks and Recreation, Stamford Senior Center, and Citizen Service Center. Also presented to middle school children on Field Day and organized a sun safety relay race.

Healthy Hearts.- During February's Heart Health month, the Department of Health & Social Services offered blood pressure screenings and informational resources on diet and physical activity. Over 100 people stopped by the informational table to collect information and ask questions.

Hands for Life,- On August 25, 2012, the City hosted a hands only CPR training session for people living and working in Stamford. Efforts included logistics, marketing, and

community outreach to promote the importance of CPR. The Hands for Life Stamford 2012 is the result of a collaboration between the City of Stamford, Dr. Thomas Nero, Stamford Hospital, Stamford EMS, and the local Stamford business community. The goal is to have this initiative continue beyond the event.

Health Education Curriculum

The Department worked closely with Stamford Public Schools during fiscal year 2011-2012 to ensure that a health education curriculum was ready for implementation within Stamford's public elementary and middle schools. The rollout is planned for September 2012:

40th Annual Senior Heath Fair- The Department hosted a health fair for Stamford's seniors in October 2011. Hundreds of seniors took advantage of health screenings and the many resources available at the event.

Obesity Prevention.- The Department of Health & Social Services was an active member of the Obesity Prevention Task Force. The Task Force is made up of community partners from a broad range of agencies, schools, not-for-profits, and other organizations throughout Stamford.

Stamford Walks.- The Stamford Walks website was successfully launched during fiscal year 2011-2012. The website encourages residents and employees working in Stamford to exercise regularly by highlighting the many walking venues throughout the City of Stamford. Stamford Walks also hosted a spring walk/run in April with 150 participants.

Planning for activities and events include the following for Fall 2012:

- The City of Stamford will be collaborating with Stamford Hospital on its "Paint the Town" breast cancer awareness campaign.
- Working with Stamford Public Schools to promote National Walk to School Day in October.
- Sponsoring the annual senior health fair targeted at Stamford's age 65 and over population.
- Implementing the "Great American Smoke Out" campaign in Stamford Public Schools this November.
- Stamford Walks 2nd Annual "Turkey Trot".

Smith House Healthcare Center

This was a transitional year for Smith House as a variety of internal and external changes occurred from July 1, 2011 through June 30, 2012. Externally, Premier Healthcare Resources continued to provide management services as per their agreement with the City throughout this period. Pursuant to that agreement, they provided the onsite Director level positions of Executive Director/Administrator, Director of Nurses, and Director of Admissions. Pursuant to an addendum to that agreement, they also provided the position of Business Office Manager, a part time Billing Coordinator and contract billing/collection personnel. As of November 1, 2011 the position of full time Executive Director was vacated and the Director of Nurses was appointed as the Interim Administrator. Their Regional Director also visited the facility on a part time weekly basis to help manage the facility.

This arrangement was in place until the hiring of a new provisional Executive Director by the City in March 2012. The Director of Admissions position was vacated in April 2012 and still remains open. However, the Director of Social Services, Assistant Director of Nurses and the Executive Director have coordinated their efforts to expand admissions in April, May and June. The Director of Nurses position was vacated in June 2012 and filled on August 6, 2012 from an internal promotion of the Assistant Director of Nurses. The agreement between Premier and the City was not renewed and as of June 30, 2012 and they no longer provide services to the facility except on a consultative basis aiding the Controller's Office with the year-end close.

Internally, a portion of the East 1 Unit on the first floor as well as the Main Entry Lobby were renovated with new furnishings, carpet, and paint all spearheaded by Smith House Board of Director members and a City Engineer Consultant.

A new business development plan inclusive of a marketing plan was initiated in May and June to accent on these new amenities and afforded an increase in admissions. Marketing efforts include digital media, newspaper, and magazine and community outreach participation.

The Smith House Skilled Nursing Facility has excelled with patient care, providing five star services for the community as rated by Medicare. The Facility averaged an 89 percent occupancy rate aided with the increase in the last 2 months of the fiscal year and continues to admit an average of 85 percent of Stamford residents. Smith House is in ongoing negotiations with District 1199 which represents the majority of employees.

Therapy services are still provided via agreement with Preferred Therapy and their provision of above average care supports our efforts to transform the facility into “The Provider of Choice & The Employer of Choice” in Stamford as well as surrounding communities.

The outlook for Smith House is positive. We look forward to 2012-2013 with an optimistic view.

Stamford Senior Center, Inc.

Stamford Senior Center is currently in its fifteenth year of operation and provides programming that helps the City of Stamford’s senior adults of 50 years of age and older. In addition, assists taxpayers and residents of Stamford to be active, healthy and contributing members of the community by providing them with physical exercise, intellectual challenges, socialization, entertainment and information.

The center has become Stamford’s most comprehensive facility (educational programs, multicultural outreach, health programs, art & music classes & events, and meal programs) devoted to seniors. The center is the only place away from home that many of our members can afford to attend on a daily basis. The Stamford Senior center takes many elderly away from their isolation, and puts them into a safe, self-contained, healthy environment that provides them with exercise, socialization, intellectual growth, and entertainment and nutrition options. Special programs included multicultural educational events and cultural outings. For many, this “home-away-from-home” is the only place they frequent outside of their home. By providing these services, the center keeps seniors active and alert and less apt to rely on very expensive social services which would cost the city greatly.

The center has worked heroically to reduce expenses and continues providing quality programs and services with a budget of only \$260,800. To support our programs, we constantly search for new grant opportunities. Grant awards include Department of Transportation for cultural trips, Fairfield County Community Foundation, First County Bank Foundation and Pitney Bowes. Other income generating efforts include raising membership fees 11 percent, requiring Stamford Senior Center’s board members (for the first time) to contribute at least \$300 as part of their annual duties.

Our board hosted a 15th Anniversary celebration and fundraiser that raised desperately needed program funds. This event increased public awareness of our center’s contribution to the community and it helped us identify new potential supporters.

The Stamford Senior Center observed another busy year providing over 40 programs and services monthly to one thousand one hundred (1,100) members. We continue serving as a gathering place for a broad array of community organizations. This year there were over 49,654 visits to the Stamford Senior Center for programs and services.

OFFICE OF OPERATIONS

Terry Connors Ice Rink

Terry Connors Ice Rink has once again accomplished another successful season. Despite the addition of over three brand new sheets of ice in the area, the Ice Rinks revenue was able to offset all operating expenses with the revenue generated and continues to maintain and upgrade, what is now a 40 year old facility. Our patrons can participate in our summer camps, year round public sessions, instructional skating lessons and numerous open hockey sessions. They can also come and enjoy watching the many teams that use our facility from the mighty mites at 5yrs old to the high school age players of the local teams. We also house several synchronized skating teams and host one of the biggest synchronized skating competitions in the tri state area. Once again the highlight of the summer was The Big Assist Charity hockey game. Almost 2000 spectators were able to watch players, who for the most part all grew up or now live in the local area, and are now playing in the NHL, AHL, and other professional leagues, play an exhibition game on the ice at TCR. Terry Connors continues to offer the residents of Stamford one of the finest skating facilities in the state of Connecticut.

E. Gaynor Brennan Municipal Golf Course

Fiscal year 2012 found Brennan Golf in the middle of the first major course renovation in years. Several tees, as well as, nearly all sand bunkers were remodeled and reshaped to help with erosion as well as improve playability and add to the overall course experience. Although the fiscal year started off somewhat poorly, the mild winter allowed the facility to remain open for the entire winter and end with a very positive year. Rounds of golf were up 3,500 and Player Revenue was up \$106,000. This allows the facility, as a whole (Restaurant, Golf Shop, etc.) to benefit. Having such a successful year, not only financially, but also by physically upgrading the course helps to allow us to continue to build our reputation as a fine golf course and to continue to maintain our self- sufficient status, having not used any tax revenue for over thirteen years.

Having the first major reconstruction project, on the Golf Course, recently finished, we begin to move forward towards our next project of rebuilding a few more tees and adding new drainage. All of this will be done with Golf Course revenue.

Recreation Services Division

The Recreation Services Division provides direct leadership and coordination of services to numerous youth and adult sports leagues such as tennis, baseball, basketball, soccer, football and softball, as well as programs in music, swimming youth sports, camps and special interest activities.

Recreation Services Aquatics and Adult Leagues

In the fall, winter and spring the Learn to swim program continued in popularity with 320 participants. In the summer we take on an additional 80 kids in the program. In addition to the lessons, Free Public swim is offered at Westhill High School in the fall, winter and spring.

We also offered our annual Adult Sport Leagues with 240 ASA registered softball teams. Stamford is the largest softball town in New England. We offer various Men's Leagues, Coed Leagues and Women's Leagues. Our May Laber Volleyball Fall and Winter leagues continues to bring in about 70 teams annually, while our Men's Basketball league had 32 teams and Indoor Soccer Leagues had 40 teams.

Our Summer Beach Volleyball Program has developed into 55 team beach volleyball frenzy at Cummings Park. In 2012 we offered a NEW Adult Kickball league that had 12 teams. It was so popular we are going to offer it again in the fall of 2012. Also, due to much interest, an Adult Flag Football league is on the table to run. To top it off, in the fall of 2012, a new Sunday morning Fall Coed Softball league will be mixed in with the 4 weeknight leagues we already offer.

Recreation Services Youth Programming

The summer program had 1 playground program site at Cove Island Park, 2 Activity camps at Stillmeadow and Springdale Schools, and 3 Day Camps at Toquam and Westover Schools and Heroy Park. A Pre-School Camp at Roxbury School. Continued activities at all sites varied and included sports, games, crafts, swimming, color wars, camp Olympics, themes, weekly in town and out of town field trips, inter camp play days, and family lunches. Also scheduled were cartooning lessons, various entertainments such as, musicians and comedians.

We also had 11 special needs children that fully participated in our summer programs with one on one Para's giving them the ability to participate in all of the camp activities on a daily basis. In all, 3400 children participated in our wide variety of summer camps offered this summer making this one of our most successful summers.

Special programs included the very popular Birthday Parties, a Halloween Hullabaloo, and Hay Ride with Santa at Cove Island Park and Brunch with the Easter Bunny. Pre-school and after school programs along with many contracted vendor enrichment programs remain very popular. Bus trips for adults, ski trips for teens and our large growing Junior Counselors program were also offered.

New programs include Music Education for Preschoolers, Music Lessons through Musicians at Play, Music Education as well as afterschool programs for special needs children, Wellness Programs for Adults and added contracted school vacation camps.

Facilities Management

AFBCM oversees a City staff of 37 full time employees, including three Operations Foreman and two Landscape Specialists responsibilities include 900 acres of general parkland and open space encompassing 58 public parks, 22 athletic fields, 4 beaches, 3 synthetic artificial turf fields and 3 marinas. City building responsibilities include 73 facilities and the Stamford Government Center.

FY 2011-'12 AFBCM also manages a total operating budget of \$8.3 million This includes Parks/Facilities maintenance 2135 and government center 2133

Contract Management

AFBCM continues to oversee the management of all City facilities contracts and leases while performing all aspects of contract management, from developing specifications, writing and negotiating RFP's, as well as assuring that contract terms are fulfilled.

Successful in acquiring new Maintenance contract for Stamford Government Center, with an option to do "day cleaning", if implemented would reduce the budget by \$20,000. Secured a yearly contract for the Janitorial Supplies, Hardware Items, and field materials. Developing scope of work and all contracts and services required to operate and maintain Old Town Hall for OTHRA.

Renovation and Construction

In 2011 – '12 the Facilities Maintenance Department continued to take on a proactive role in completing and assisting in actual construction-type projects, "**in house**" in addition to their regular duties, at substantial savings to the City.

AFBCM also coordinated projects from design to completion, and worked closely with essential City departments, including the Building Department, Engineering, Police, Fire, and Risk Management. Some include:

- Generated construction drawings for the renovation of the police dept. youth bureau.
- Construction and oversight of the build out at the Stamford police station youth bureau, making it possible to meet the state mandate. Saved in excess of \$50,000+
- Emergency Operations Center renovations, much of it completed by facilities staff.
- Service Upgrade for the I.T. sixth floor upgrade for entire system. Saved city in excess of \$ 25,000+.
- Homer Wise Statue installation coordination with committee, will take place this fall.
- Kweskin Theatre code compliance upgrades.
- Solid Waste project was completed by facilities by ceiling installation, painting and new vanities in bathrooms.
- Performed energy audits at several city buildings.
- Westhill H.S. softball complex drawings and coordination.
- Stark school water problem input for problem solution.
- Boyle Stadium drawings and future coordination of project.
- Old Rogers school renovation drawings and coordination.
- Central Firehouse framing and sheetrock new weight room and training center.
- Installed new electrical charging stations in Government Center and three parking garages. The stations are expandable and all work was done in house and saved the city considerable money.
- Beginning to organize and track energy consumption at all city buildings.
- (Coop) Operation Plan for safety disaster relief
- Renovation of all baseball/softball fields, citywide.
- Cubeta Stadium- renovations to aging baseball stadium included grading of infield and re-sod. Dugout renovations and coordinating stadium painting
- Cove Island Park- Storm Debris renovations with in house labor to renovate Quigley beach/East Beach
- Barrett Park- Belltown Baseball renovations to infield to sod and installed irrigation.
- Dorothy Heroy- Installed (2) 500 gallon tanks to service Heroy well and outdoor shower tower.
- Scalzi Park Phase 1- Coordination with clerk and contractors during Phase capital projects
- Cummings Park- New Tennis game courts/Fencing installed
- Implemented Playground Rehab which included 8 playgrounds to get replenish with Safety Fiber Surface
- Bid awarded to install anti scale fence at Scalzi skate park
- Install 10 memorial benches throughout City parks

Other Accomplishments

Parks and Facilities composed all FEMA filing for various storms, including Hurricane Irene and the October- 2011 snow storm to recoup losses to the City. Parks and Facilities was again successful in coordinating efforts from corporate volunteer groups throughout Stamford. These projects included:

- Scalzi Park – Landscaping of area and park clean-up
- Cove Island Park – Several events of new plantings and clean-up.
- Tree Planting- Planted 25 new trees citywide

Goals

Under the supervision of AFBCM, the Parks and Facilities Maintenance Department reached most of their goals for 2011 '12. Each year we continually try to improve our services to the City and its residents. Initiatives/ Goals for coming year include:

- Reduce overtime spending department-wide.
- Introduce and maintain a city-wide energy conservation plan.
- Continue planning for replacement of cooling towers at the Stamford Government Center.
- Implement and coordinate Phase 2 of Scalzi Park Renovation.
- Implement capital projects priorities in Parks/facilities.
- Continue refurbishment of elevator cars at Government Center.
- Continue playground inspection program, and build new playgrounds as needed citywide.
- Continue renovation plans for athletic fields city-wide.
- Complete all building renovations as needed.

Land Use Bureau

The traditional functions of planning, zoning and environmental protection have been augmented by additional responsibilities in the areas of transportation planning, parks planning, sustainability planning, aquifer protection and capital projects administration. Administrative responsibilities of the Land Use Bureau include the Planning Board, Zoning Board, Zoning Board of Appeals and the Environmental Protection Board.

Significant milestones relative to the Mill River Greenbelt/River Restoration project were accomplished. The Construction of Phase One of the Mill River Park, expected to be completed in December 2012 extending from Main Street to Broad Street, and final

design plans are being prepared for the Carousel and Ice Rink. The decennial update of the citywide Master Plan has been initiated and funding has been received to complete Transit Oriented Development plans for Springdale and Glenbrook. Several important transportation/transit studies are underway including feasibility of a new train station at East Main Street and improvements to High Ridge/Long Ridge corridors.

At the request of the mayor, staff of the Land Use Bureau organized a “Sustainable Stamford” task force to address issues relating to global warming and sustainability in 2007. This task force, made up of representatives from the community and City staff, continued to support increased recycling and conservation of energy by the community in 2011/12. “Sustainable Stamford” projects include the ongoing promotion of the Corporate Sustainability Challenge, which was opened up to the corporate community in November, 2011, attracting participants including the Royal Bank of Scotland.

Land Use Bureau staff also worked on several independent sustainability projects including partnering with CL&P to install electric vehicle charging stations in three City Garages and organizing a press conference to promote the use of electric cars. The construction of an electric vehicle plug-in project with solar array began in the fourth City garage at the beginning of July. In June, Sustainable Stamford partnered with CL&P to organize an “Electric Cars Community Days” event at the Government Center to continue the campaign. Staff continues to work with the CT Hydrogen-Fuel Cell Coalition on locating an alternative fuel station in Stamford featuring hydrogen.

Staff plays a key role in the planning, design, and coordination of park improvements. Working with Engineering Bureau staff, construction drawings for both the renovation of Jackie Robinson Park and the Cove Island Playground were completed. Construction will be finished in Jackie Robinson Park by fall 2012, and feature a new asphalt pathway around the park connecting all three entrances and promoting the utility of the entire space. There will be new split rail fencing, new planting beds, enhanced landscaping, and all new benches and trash receptacles. The Cove Island Playground will be complete by spring 2013, featuring new 2-5 & 5-12 playgrounds, new safety surfaces, the addition of turf play mounds, new swings, and new paving around the pavilion. Construction drawings were initiated for Rosa Hartman Park this spring, with construction to begin in fall 2012. Using a CT Recreational Trails Grant, staff held community design meetings to create a Barrett Park Accessibility Improvement Plan to be constructed fall 2012. Land Use Bureau staff is the City liaison for the Cove Island Wildlife Sanctuary, and also for the newly created Cove Island Park Conservancy. Both groups are non-profit 501(c)3s and collect membership fees to enhance the bird habitat and to make other park improvements. As part of the multi-faceted approach to restoring the riverbank in Mianus Park, staff collaborated with the Friends of MRP and Trout Unlimited to hire a

firm to create a long term ecological restoration plan for the park, which will be complete by fall 2013.

Planning Board

The Planning Board has responsibilities for preparing, adopting and amending the Master Plan; regulating the subdivision of land; neighborhood planning; providing advisory reports to other Land Use Boards; preparing the capital improvements program; and reviewing all Public Works projects.

Two (2) changes to the Master Plan were reviewed. Most importantly, work on the 2012 Comprehensive Update of the Master Plan began with the development of the RFP for consultant selection. Within the next year, the intensive process of the Master Plan update will progress towards an anticipated completion date of late 2013.

In addition, to the Master Plan amendment reviews, the Planning Board reviewed and approved four (4) Subdivisions creating twelve (12) new lots. In its advisory capacity role, the Planning Board reviewed and commented on twenty-five (25) Zoning Board applications regarding, text amendments, zoning map changes and special exception requests; and reviewed and commented on fifty-seven (57) Zoning Board of Appeals applications regarding, variances and special exception requests.

The Stamford Charter sets out ground rules and timing for formulation and adoption of the Capital Budget: a process which the Planning Board initiated in September with the scheduling of departmental reviews and ended in February with a public hearing on the proposed budget. After receiving \$94,884,234 in project requests, the Board reviewed, deliberated and ultimately approved a recommended Capital Budget of \$62,294,200 or net \$39,678,093 after reimbursable grants, for FY2012-13.

Zoning Board

The Zoning Board has responsibilities for regulating the use of land and buildings within the City. The Board prepares, adopts and amends the Zoning Regulations and Zoning Map so as to control and guide the appropriate use and development of property. The Board also administratively reviews Site & Architectural plans, Special Exceptions, Coastal Site Plan applications, Motor Vehicle Locations and Aquifer Protection permits. In FY 2011-12, the Zoning Board approved eight (8) amendments of the Zoning Regulations and two (2) changes in the Zoning Map. Eighteen (18) coastal site plans, one (1) motor vehicle location, three (3) general development plans, and nineteen (19) other site plans and/or special exceptions were also approved. The rental housing market

remained strong through 2011-12 with significant housing approvals including final plans for SG Stamford, a 344 unit residential building on the Stamford Advocate site, a 256 unit waterfront development at 28 Southfield Ave., and a 226 unit building within the Yale & Towne redevelopment complex. Interest in residential conversion of office buildings also continued, with approval of final plans to convert 460 Summer Street and 1200 Bedford Street. The Zoning Board also approved plans for the adaptive re-use of the former Clairol plant to bring NBC Sports to Stamford, and Phase One plans for Charter Oak's redevelopment of the Vidal Court site on Merrell Avenue into 45 units of two and three story mixed-income housing.

Zoning Enforcement

The Zoning Enforcement staff is responsible for the review of building permits to ensure zoning compliance and enforcement of Zoning Regulations. Zoning approvals are issued for construction projects and changes of use; certificates of zoning compliance are issued once a project is completed. In addition, zoning violations and complaints are investigated and appropriate follow-up action is taken. The Zoning Enforcement staff also provides support services to the Zoning Board of Appeals. There were 13,504 information requests answered; 1809 (typo on FY 2010/11) zoning permits issued and 293 zoning complaints resolved in FY2011/12.

Zoning Board of Appeals

A major function of the Zoning Board of Appeals is to consider variances of the zoning regulations where there is unusual hardship in the way of carrying out the strict letter of these regulations.

Uses of property permitted under the zoning regulations, but subject to the approval of the Board, are also considered under the heading of Special Exceptions. In addition, the Board hears Appeals from decisions of the Zoning Enforcement Officer.

The Zoning Board of Appeals considered one hundred and twenty-eight (128) applications in 2011/12.

Environmental Protection Board

The Environmental Protection Board (EPB) is organized by ordinance as a multi-purpose City agency combining the duties and responsibilities of a local Inland Wetlands and Watercourses Agency, a local Conservation Commission, and a local Flood and Erosion Control Board.

The EPB has regulatory responsibilities, including issuing special permits for development activities on properties having inland wetlands and watercourses, buffer/setback areas, and designated flood hazard areas. The EPB also has advisory responsibilities, providing technical assistance/ comments on the potential impact of subdivisions, coastal site plan reviews, site plan reviews, variances, special exceptions, erosion control plans, and other related matters. Information/comments are disseminated to City boards, commissions, departments, professional consultants and members of the public. Finally, the EPB has stewardship responsibilities, including recommendations for the creation and subsequent monitoring of open space areas and public points of access to Stamford's waterfront and shoreline areas.

EPB Staff, in cooperation with other City departments, inspects development projects to ensure conformance with issued permits/approvals and City standards, acts as the designated liaison with State and Federal officials on a matters of wetland/floodplain/coastal management, and administers the City's participation in the Federal Emergency Management Agency's Community Rating System, a program that qualifies Stamford property owners for a 15% reduction in annual flood insurance rates.

Engineering Bureau

The Engineering Bureau administrates many capital improvement projects to City's infrastructure ranging from storm and sanitary sewers, school construction, roadways, sidewalks, bridges, parks, City building facilities, street lights, traffic signals, energy performance, and mechanical systems.

During FY11-12, the Bureau was involved with the design and construction management for over \$475 million in capital projects.

In FY11-12, the Engineering Bureau's street opening section issued and monitored 762 street opening permits, which generated \$85,875 in revenue. The Engineering Bureau issued 215 street use permits, generating \$18,500 in revenue. The Bureau also issued 32 new house numbers.

The Bureau investigated and responded to 1,907 customer walk-in inquiries. The Bureau investigated and responded to 267 Citizens Service Center (CSC) requests in catch basin/storm drain and engineering investigation complaints, and 154 CSC's request in paving and sidewalk repairs/ replacement/ installation complaints. The Bureau also reviewed 193 site plans for other agencies i.e. Environmental Protection Board, Zoning Board and Zoning Board of Appeals. Performed 20 as-built construction inspections.

The Bureau has also been overseeing the activities of the South End development projects that impact the City right-of-way. This includes review and acceptance of roadway and utility plans of the Yale and Town and Harbor Point TIF projects.

Energy Management

Three Energy Efficiency and Conservation Block Grant projects were completed:

- Grant funding of \$668,685 was used in addition to \$100,560 in required matching city capital for the conversion of 1,027 roadway lights on major corridors and downtown streets to high efficiency LED lights.
- The installation began in May of 2011 and was completed in January of 2012. Annual energy savings are estimated at 920,437 kWh and \$110,452. A CL&P rebate of \$355,319 is being applied to Phase 2 of the project.
- The gym lights within 13 schools were changed between August and November of 2011 to high efficiency fluorescent lights with occupancy sensors and daylight harvesting. Grant funding of \$209,814 was used in addition to a CL&P rebate of \$55,235. Annual energy savings are estimated at 277,995 kWh and \$44,479.
- Web-based energy management systems were completed in March of 2012 at the Central Firehouse and Vehicle Maintenance facilities. The lighting in the high bay apparatus area of the Central Firehouse was also upgraded. Grant funding of \$82,700 was used in addition to a CL&P rebate of \$19,119. Annual energy savings are estimated at 115,526 kWh, 5,428 Ccf and \$30,968.

An MOU was signed by Mayor Pavia to participate in the CEFIA (Clean Energy Finance and Investment Authority) Sun Rise New England project. The objectives of the project are to induce the market transformation of rooftop solar photovoltaic systems by addressing permitting and interconnection processes, net metering and interconnection standards, financing options, and planning and zoning.

The purchase of 7,150 MWh of green-e certified RECs was completed in December for the 2011 calendar year to meet our commitment to the Clean Energy Communities Program.

Wholesale electricity procurement contracts for the Government Center and WPCA were extended in April of 2012 at very favorable rates through June of 2013. Heating oil pricing citywide for next winter was locked in June at \$2.97/gallon when the spot market dipped below \$80 per barrel.

Streetscape lighting improvements included continued development within the South End Harbor Point areas, five new decorative lights on Washington Blvd. for the Canaan Lofts development, and new oval walking path lighting at Scalzi Park.

A total of 1,019 roadway light repairs requested through the Citizens Service Center were completed by Nxegen and Shock Electric.

Bridge Rehabilitation/Replacement Projects

Construction of Cold Spring Road Bridge is complete and has been rededicated.

Design of June Road Bridge was completed when recent deterioration of the bridge retaining walls was observed. This was evaluated by the design consultant, and it was determined that the walls needed to be replaced. Anticipated advertising for construction bids is in winter of 2012 with construction starting in the Spring of 2013.

Design of West Main Street Bridge on hold pending determination of whether it should be a vehicular or pedestrian bridge.

City recently received Commitment to Fund notification from the Connecticut Department of Transportation for the replacement of Riverbank Road Bridge over East Branch of Mianus River (ConnDOT Br. No. 04071) and Cedar Heights Road Bridge over the Rippowam River (ConnDOT Br. No. 04067). These bridge will be 80% Federally Funded administered through ConnDOT's Federal Local Bridge Program and 20% funded by the City.

Scofieldtown Park Landfill Closure

State of CT Department of Energy & Environmental Protection (DEEP) gave the conditional approval to the Impact Evaluation Plan. This Plan is used to gather, obtain and confirm the information needed to design the final Closure Plan for the landfill site, as stipulated in the Consent Order. The drilling of 34 additional monitoring wells at and in close proximity to the landfill site were performed, in addition to the 11 wells that were previously installed. The gathering of quarterly test samples from all 45 wells was also performed for the first quarter along with soil sediment samples, seep and surface water sample collections, and laboratory testing. The evaluation of findings and reports were submitted to CT DEEP.

The 1st quarter test results showed that no pesticides (chlordane and/or dieldrin) were found in the samples collected at the Landfill site and in the surrounding vicinities.

The Engineering Bureau has also been collecting stockpiles of soil from other projects and storing them on site, as per soil management program. These stockpiling efforts will greatly reduce the costs for landfill capping. This effort has also shown that some areas of the landfill will experience a degree of settlement, which will need to be considered in the final Master Plan for the Parks use.

- Substantially complete the wall and floor repair/replacement at Transfer Station.
- Substantially complete parapet and wall repair at Glenbrook Fire Department.
- Substantially complete floor slab infill at mail chute at Stamford Government Center.
- Substantially complete nurses' stations and pantries upgrade at Smith House.
- Substantially complete the replacement of existing chiller and cooling tower at Smith House.
- Completed pump canopy construction at Police Station headquarter
- Completed the replacement of entire heating system at Bartlett Visitor Center.
- Advertised bid for Transformer Vault Grating replacement at Government Center.
- Prepared bid to supply and install low profile raised access floor at Emergency Operating Center (EOC) at Government Center.
- Advertised bid and awarded contract for the replacement of existing rooftop unit serving the firing range at the Police Station Headquarter.
- Advertised bid and awarded contract to install new electrical service to replace existing that has experienced water damage at Yerwood Center.
- Complete design and advertised bid for fuel station replacement at Vehicle Maintenance.
- Complete design, demolition of existing generator, and installation of new unit at Shippan Fire Station.
- Complete design and construction for new fire alarm system at Scofield Manor.
- Advertised bid and awarded contract for roof replacement at Glenbrook Community Center.
- Advertised bid and awarded contract for the modernization of elevators at Stamford Government Center.
- Developed design for generator replacement at Haig Avenue.
- Developed design for generator replacement at Woodside Fire House, and at Haig Avenue maintenance facility.

City Park Projects

- Completed Scalzi Park Phase 1 renovation and able to open by May 1, 2012. Scalzi Park improvements include pedestrian lighting, ball field enhancements, new walking

paths, a new pavilion, playground replacements and a splash pad for cooling off on hot summer days. Complete maintenance of the seeded and planted areas at Kosciuszko Park. Plantings completed in September 2011 and project completed in December 2011.

- Complete Cove Island and Cummings Park tennis courts renovation.
- Advertised bid for Cove Island playground replacement.
- Advertised bid for Scalzi Park phase 2 construction. Anticipate construction to commence after the Labor Day.
- Commenced construction of Mill River Waterfront Phase 1 in September, 2011, and scheduled to complete by December, 2012.
- Managed the restoration of Jackie Robinson Park of Fame. Construction commenced summer 2012.

Citywide Drainage Improvement and Catch Basin Installation

- Complete construction to repair collapsing culvert and roadway along Brookdale Road
- Cleaned/videoed/repared blocked 18 “ RCP culvert at 47 Quails Trail.
- Repair about 100 lf of drainage swale at 374 Eden Road.
- Repaired or replaced about 126 manholes/catch basins citywide.
- Developed design for drainage/channel restoration at Slice Drive.
- Design culvert and drainage diversion at Theresa Court/Twin Brook Drive.
- Cleaned and videoed drainage/culvert at 28 Hirsh Road.

Citywide Sidewalk Reconstruction

FY11/12 Citywide Sidewalk and Streetscape Reconstruction was awarded to M. Rondano Inc. During 2011-12 sidewalk season, 7 streets were completed.

Citywide Paving

FY11/12 Citywide Road Overlay Paving was awarded to FGB Construction. During 2011-12 paving season, 38 roads for a total of 16.64 miles of double lane paving were completed.

Board of Education Capital Projects

In addition to the above projects, Engineering staff is assigned to Board of Education capital project design and construction administration. Major projects completed during FY11/12 were parking lot re-paving at Cloonan Middle School, replacement of sidewalks and curbing at Davenport Ridge Elementary School, school lighting retrofits at 13

schools, replacement of HVAC equipment for the media center at Toquam Elementary School and Cloonan Middle School gymnasium, A/C installation at Turn of River Middle School media center, boiler replacement and underground storage tank replacements at Scofield Middle School, substantially completed roof replacement at Westhill High School, milling and paving of the front parking lot at Stillmeadow Elementary School.

Other major on-going projects administrated by Engineering Bureau include access road widening at Rogers Magnet Elementary School, roof replacements at Newfield Elementary installation of life safety systems at Davenport Ridge Elementary School, underground storage tank replacements at Dolan and Toquam Schools, paving of rear lot off of Toms Road at Toquam Magnet Elementary School, and replacement of rooftop unit serving Newfield Elementary School media center and Roxbury School media center.

Traffic Engineering

During FY11-12, the Traffic Engineering Division continued with major projects in the area of traffic control and traffic operations.

The staff continued to work with the developers to assist in mitigating current and future traffic problems. Staff personnel reviewed approximately 70 referrals from the Planning Board, Zoning Board of Appeals.

More than 400 requests for traffic investigations and signal repairs & timing requests were received and addressed.

Projects Completed

- Sidewalk, crosswalk improvements in the vicinity of K.T. Murphy School funded under the "SAFE ROUTES TO SCHOOL PROGRAM"
- Broad Street median relocation
- Canal Street between Jefferson Street and Ludlow Street
- Pacific Street between Walter Wheeler Drive and Henry Street
- Signal Hardware Upgrade Phase F
- School Zone Flashers project – Partially Completed

Projects Currently Under Construction

- Stillwater Road between Stillview Road and Westwood funded under Surface Transportation Program and administered by the State Department of Transportation

Projects Currently In Process For Advertising

- Hope Street between Northhill Street and Weed Hill Avenue funded under Surface Transportation Program and administered by the State Department of Transportation

Projects Currently Under Preliminary Engineering Design

- Oaklawn Avenue between Halpin Avenue and Stanwick Place
- Hope Street at Largo Drive
- Westover Road at Merriebrook Lane
- Stillwater Road at Bridge Street and at Cold Spring Road Improvements
- Stillwater Road at Long Ridge Road and Roxbury Road

Stamford Urban Transitway-Phase I

The roadway related construction of the entire facility is completed. The Intelligent Transportation Systems elements implementation is in progress, and expected to be completed by the fall of 2013.

Stamford Urban Transitway-Phase II

The project will be advertised in the summer of 2012. The construction will be completed by the fall of 2014.

Stamford Ferry Terminal

Revised Site evaluation study is being initiated to develop plans to secure the site for the facility.

Railroad Underpass Improvements

The State Department of Transportation has completed the feasibility study for all five underpasses; and design for Atlantic Street, East Main Street and Elm Street bridges has

been initiated. The City of Stamford is working closely with the State Department of Transportation in assisting CTDOT in completing the engineering design of the three underpasses.

Public Information Meeting for Railroad Underpasses Improvements project was held on March 8, 2012 by the State Department of Transportation.

Other Projects:

Public Information Meeting for Courtland Avenue Roadway improvements between Main Street and Hamilton Avenue was held on June 19, 2012 by the State Department of Transportation.

Public Information Meeting for Pedestrian Bridge over Washington Boulevard was held on May 2, 2012 by the State Department of Transportation.

Pre-proposal meeting for the Stamford Train Station Parking Garage Transit Oriented Development was held on March 14, 2012 by the State Department of Transportation.

A Public Hearing was held on September 20, 2012 for the Environmental Impact Evaluation (EIE) of the Stamford Parking Garage and Transit-Oriented Development (TOD) Project in Stamford. The EIE evaluated the potential impacts associated with the demolition of the original 727-space parking garage that was opened in 1987, (which is the older of two parking garages at the Stamford Transportation Center) and the construction of new parking facilities for at least 1,000 spaces to replace the original garage spaces plus any additional commuter parking spaces needed to replace spaces lost from CTDOT owned parking as a result of development, and to increase the commuter parking supply.

The project will also provide ancillary improvements for vehicular and pedestrian circulation and access along Station Place. The purpose of the proposed project is to: 1) Replace the aging 727-space original parking garage that services the Stamford Transportation Center with low maintenance, long service life facilities that accommodate a minimum of 1,000 new spaces; 2) Expand the availability of parking and improve multimodal traffic and pedestrian flow around the Stamford Transportation Center and Station Place; and 3) Minimize the public costs for construction and ongoing operations and maintenance of the parking facilities serving the Stamford Transportation Center by promoting TOD which leverages and enhances the multimodal public transportation services provided by the Stamford Transportation Center. Issues that have been analyzed in depth include operational characteristics, infrastructure needs, TOD, the

effects of the alternatives on noise, air, water quality, and cultural and recreational resources, as well as other social, economic and environmental effects, and capital and operating costs. There is a public comment period for the EIE for 45 days beginning August 21, 2012 ending October 5, 2012.

Also, Public information meeting Residential Parking Permit Program (RPPP) establishment for Stephen Street residential neighborhood was held to improve traffic safety, operation and/or in addressing neighborhood issues:

Funding for the following projects under the **Surface Transportation Program and/or other programs** is being sought:

- Atlantic Street @ Henry Street intersection improvements
- Oaklawn Avenue between Halpin Avenue and Stanwick Place;
- Hope Street at Largo Drive
- Westover Road at Merriebrook Lane
- Morgan Street at Third Street
- Pulaski Street at Greenwich Avenue
- Washington Boulevard median between Tressor Boulevard and Division Street
- Signal Hardware Upgrade Phase G

Signal Maintenance

The Signal Division continued routine maintenance of 198 signalized intersections.

There were about 1,654 service calls, out of which 60 were after hour's calls including several middle of night calls.

Signal equipment damaged by motor vehicle accidents at 17 locations with replacement of: controller at 1 location; and pedestals at 16 locations.

LED Lamp Replacement at 111 locations.

Conflict Monitor Reset/Replacement at about 103 locations.

Signal Head replacement at 22 locations.

Scheduled New Controller Replacements at 11 intersections .

All signals were repaired in accordance with the State Traffic Commission permit requirements.

Building Inspection

The function of the Building Inspections Department is to interpret and enforce the State of Connecticut International Building Codes, which includes the demolition code, international building code, international residential code and any related international mechanical codes.

During FY2011/ 2012, the Building Inspection Division issued 5875 permits for construction valued at \$262,228,735.67. The fees collected were \$4,339,335.96.

The approximate total inspections done for this period was 16,466 *Note. The decrease in inspections from last year (21,482) is due to the continuation of existing and completed projects permitted in 2010 / 2012 with the additional projects added such as (The Infinity known as C6) South Pacific St. with 242 apartments, Ludlow Street (known as Marshall Commons) consisting of 50 apartments, NBC, all inspections are being done by an independent firm due to time frame). We are continuing multiple inspections on each project which increases more time spent at each location.

In addition, the department investigated and completed 142 citizens' complaints.

Highway Department

The Highways department's time was dominated by storm clean up during the first half of the 2011-2012 year. Hurricane Irene in August and the October snow storm created tons and tons of debris that needed to be picked up. This caused the leaf pick-up program to be delayed one week pushing it into the beginning of December. The light winter that proceeded allowed the time for any missed debris to be picked up and gave a head start on the usually springtime road maintenance program. Pothole patching, street sweeping and catch basin cleaning were able to start much earlier than usual allowing for greater progress to be made. Pothole repair started as soon as the asphalt plant opened up in late April and since then over 300 tons of asphalt has been laid down throughout the city. The combination of limited snow plowing and an aggressive pothole program made for much less issues in the 300 plus miles of road throughout Stamford.

Signs & Lines Department

Last year's storms kept the Signs and Lines busy with helping to close off any roads that were not safe for travel by providing the caution tape and barricades. All new banners throughout downtown were installed. New sculptures of horses were set up throughout the city. New street name sign program continues as well as the normal street sign repair

program. The street marking was started back up this May with the goal of catching up on any streets that may have been backlogged.

Traffic Enforcement Division

Parking tickets were down slightly for the year but the pace did pick up during the last two months improving early projections for the following year. Over 71,000 tickets were issued last year but that number should be exceeded if the current pace is maintained. A recent change in the Scofflaw lowering the minimum outstanding tickets required to be towed from 6 tickets to 3 tickets resulted in a surge of Scofflaw enforcement for the last two months of the year. The list of Scofflaw offenders greatly increased with the new change making catching an offender much more likely. The total number of cars towed last year was 126; this number will be much higher in the upcoming year. After letters of the Scofflaw change were sent out there was also a surge of people coming in to pay off their tickets in an effort to avoid being towed.

Parking Fund

With a basic projected revenue budget of \$6,091,000.00 for the parking fund the 2011-2012 fiscal year was down overall about 5%. Parking revenue in the lots and streets was slightly up as well as Parks Permits partially due to the lighter winter season. Garage revenues were slightly down but the biggest drain on the projected budget was from Parking Ticket Fines which were down about 12%. With an increased effort from the enforcement officers, the new Scofflaw changes and improvements that were made to the digital parking meters in the parking garages and parking lots this downward trend has already been changed. Early projections are improved and they are expected to meet or even exceed next year's expectations.

Fleet Maintenance

The Fleet Maintenance Division is comprised of three (3) sections: Vehicle and Equipment Maintenance, Small Equipment Maintenance, and a complete Auto Body Shop.

Fleet Maintenance is responsible for maintenance and repairs on approximately 800 vehicles and pieces of equipment distributed throughout the City of Stamford. This includes, Refuse Collection, Recycling Transfer Station, Composting Sites, Highway & Road Maintenance, Traffic Maintenance Department, Parks Maintenance, Traffic Signal Department, Recreation, Parks Police, Engineering Department, Health Department and the City Administrative Staff.

Fleet Management is responsible for plating and registrations for most departments.

Fleet Maintenance is responsible for fuel purchases for the City of Stamford's Haig Ave. and Magee Ave. facilities. Fleet Maintenance is also responsible for the maintenance and repair of the pumps and tanks.

Fleet Maintenance is responsible for developing all specifications and warranties for vehicles and equipment purchased by the City of Stamford.

Fleet Maintenance is responsible for the sale, liquidation and disposal of all City of Stamford surplus, old, antiquated, damaged and unused vehicles and equipment. We are also responsible for the sale and liquidation of all the City of Stamford's surplus items, including, phones, radios, office supplies, surplus radar guns, desks, tables, chairs, fax machines and other office furniture and fixtures. Sales revenue from internet auctions has increased tremendously because of competitive biddings and the expanded ma since its inception 2009 creating its own revenue line. The revenue has increased because of competitive biddings.

Fleet Maintenance's recently implemented software PM (Preventive Maintenance) program not only gathers valuable data but is the single source of inter-department billing for maintenance repairs. This system allows each department to over-see their budget and control their cost and expenditures for their vehicles and equipment.

Fleet Maintenance is currently staffed by 5 full time heavy duty mechanics, 1 small - equipment repair mechanic, 1 body man and painter, 1 parts manager, 1 foreman and 1 fleet maintenance manager.

Our maintenance team works with all departments to provide the best possible service for the citizens of the City of Stamford. The success of Vehicle maintenance is a direct result of the collective effort made by all departments that we service.

Solid Waste Division

The Solid Waste Division is comprised of two major sections: the Transfer Station section, which includes: Garbage and Recycling collection, Transfer Station and Scale House, Katrina Mygatt Recycling Center and Scofield Town Yard Recycling Center as well as the Scofield Compost yard.

The Collections Division includes garbage and recycling collections for residents up to 6 family houses, condominiums, Board of Ed. Facilities, Municipal buildings, Parks, City Streets and all Special Events, storm debris pickup and Christmas tree pickup.

Continued overall superb management of Solid Waste has continually increased services with reduced personnel while lowering the budget requests in the past 4 years by 13%, total budget request from \$13.2M down to \$11.7M.

The continued development of our single stream recycling program resulted in an increase to a 25% diversion rate of 9994 tons saving the City \$750,000 from garbage hauling expenses. Additionally, the program received \$224,000 from the sale of these recycling commodities. This emphasis on recycling has also resulted in a decrease in 1851 tons of garbage, which reflects an additional \$143,500 savings from hauling of garbage.

In our continued efforts to increase recycling and satisfy our Public needs the Division distributed delivery of over 5k additional or replacement recycling and garbage totes throughout the City.

The electronics recycling program available at both recycling centers has enabled Stamford to become the largest electronic recycler in the State by recycling 227.38 tons of electronics. The two recycling centers also collected and donated over 13 tons of clothing to Goodwill and Big Brother/Sister containers, as well as recycled 2 tons of fluorescent bulbs and batteries, and 4.2 tons of car batteries, 416.5 gallons of yellow cooking oil.

The Scale House collected over \$1.2M processing the disposal of Private commercial garbage and recycling, leaves and brush contractors, and the payments for Freon removal, compost sales as well as residents over the allotted 200 lbs. free per day.

The Transfer Station Division includes overseeing the six days a week operation of a State Licensed 800 ton per day transfer station, Scale House and Katrina Mygatt Recycling Center facilities in which all of the City's municipal solid waste (MSW) and bulky waste (BW) is accepted, shredded, screened and separated (new operation) and reloaded for out of town disposal. In fiscal year 2011-2012, we processed 48,285.66 tons of MSW, 5250 tons of leaves, 9957 tons of brush and logs, 9994 tons of household recycling (\$254K revenue), 598.39 tons of mixed metal (\$127k revenue).

The Collections Division provides for the once a week curbside collection of garbage from over 18,600 single homes, 2,342 two family homes and 686 three family dwellings, along with over 10,000 condominium units. Collection for residential curbside recycling is for over 33k households. The Division also collects garbage and recyclables from the City's public schools, fire and police stations and most municipally owned buildings

including the Government Center. We also provide backyard collection of recyclables and garbage for approximately 900 residents with medical or age exemptions.

In addition, the Collections section is responsible for the operation and collection of the City's litter basket program that has over 1,300 units throughout the City. During the Spring/Summer months this is a seven day a week program because of the increased outdoor activity at the parks, schools and beaches as well as the downtown business district in Stamford.

Collections coordinated with the Board of Education efforts to increase recycling by installing recycling dumpsters at all schools resulting in an increase in schools recycling program to 161 tons.

Continued our Recycling Education program by providing presentations and presented to 18 additional schools and organizations trips for over 1200 participants to the Solid Waste/WPCA education tour. Provided on going marketing updates to the Advocate, Stamford Times and El Sol newspapers. Conducted the annual Hazardous Waste Recycling collections event for over 500 residents. The Division has also responded to emergency storm situations for storm debris cleanup and the supervision and plowing snow from all city streets.

Stamford Water Pollution Control Authority

The Stamford Water Pollution Control Authority (SWPCA) is responsible for the operation and maintenance of a 24 million gallon per day (MGD) advanced wastewater treatment plant, approximately 300 miles of sanitary sewer, 22 sanitary pumping stations, three stormwater pumping stations and 9000 feet of flood control barrier.

Treatment Plant - The Plant performed well and met NPDES permit requirements. The plant achieved annual averages of 97% removal of Biochemical Oxygen Demand (BOD) and 95% removal of total suspended solids (TSS). The plant continued to remove more nitrogen than any other plant in Connecticut, and sold \$840,778 in nitrogen credits this past year.

Also, the WPCA hired an extremely qualified Class IV Plant Supervisor to manage the process control and sludge processing functions as well as the overall day to day plant activities for the operation.

Laboratory - The SWPCA Laboratory conducted NPDES permit-required sampling and testing including daily monitoring of influent, treatment process parameters, and final effluent water quality. Monthly Discharge Monitoring Reports were prepared for

submission to the DEEP. Annual EPA-mandated analysis proficiency testing was completed demonstrating excellent accuracy for all requirements. Daily grab sample testing and *in situ* real-time analysis instrumentation managed and maintained by the Laboratory provided important data for process control decisions.

Capital Projects - The WPCA is in various stages of the following sewer projects:

The Intervale Road project is complete. New sanitary sewers were installed to serve 71 properties along Intervale Road, Gaxton Road, Norvel Lane, Newfield Drive, Intervale Road East, Eastover Road and Newfield Avenue between Newfield Drive and Intervale Road East. Under this project about 10,400 linear feet of sewers were constructed, Intervale Road was widened from Turn of River Road to Gaxton Road and vertical site distances were improved and drainage was improved to alleviate the flooding at Gaxton Road and Norvel Lane.

East Cross Road project is complete. New sanitary sewers were installed to serve 17 properties along East Cross Road. Under this project about 2100 linear feet of Sewers were constructed.

Carriage Drive project design is 85% complete. New sanitary sewers are proposed along Carriage Drive, Stony Brook Drive, and a section of West Hill Road. The project will serve 54 properties. The projected start of construction is the Spring of 2013.

Wedgemere Road area project design is 40% complete. New sanitary sewers are proposed along Wedgemere Road, White Birch Lane and a section of Eden Road. The project will serve about 57 properties.

Perna Lane project design 10% complete. New sanitary sewers are proposed along Perna Lane, Somerset Lane, Dzamba Grove, Hampton Lane, Willard Terrace, Brentwood Lane, Oppen Road, Redmont Road, Diamondcrest Lane, Blue Ridge Drive, Pine Hill Terrace, Meredith Lane and High Ridge Road.

At the treatment plant, the WPCA is in the process of major repairs and upgrades. These upgrades consist of changes to the odor control system, the rebuilding of two secondary clarifiers (Clarifier Retro) and three sludge thickeners.

For the Pump Stations, a study of the Dyke Lane pump station, an integral part of the Stamford Hurricane Barrier, is in the works. Engineering services for evaluations is being solicited.

Stormwater - The existing City of Stamford stormwater MS4 permit expired in March 2010. Permit renewal activities were initiated and a draft permit issued by the state DEP underwent discussion. The Mayor's office will be completing the remainder of the renewal process. Until the new permit is officially issued, the WPCA responsibilities for compliance with the requirements of the existing permit continue.

FOG (Fats, Oils and Grease) Program - During the past year, the development of on-going working relationship with the 400 plus registered FPEs has occurred to ensure owners/operators are familiar and compliant with the City of Stamford's FOG abatement ordinance. This activity is an integral component of EPA's required capacity, management, operation and maintenance (CMOM) program and the City MS4 permit stormwater pollution prevention requirements. FPE's and illegal stormwater dischargers, i.e., private, commercial, industrial entities, were identified and issued notices of violation (NOVs). Periodic educational flyers are mailed to registered FPEs, as well as Stamford residents, via bi-annual billing process regarding the city's FOG Abatement Program.

CMOM (Capacity Management Operation and Maintenance) Program - Tentative program tasks/activities began development to achieve incremental CMOM program goals, i.e., increasing preventive maintenance programs for all the sewer lines and known priority areas, assessing sewer line conditions, developing corrective work action plans and creating bid quotes to have repairs completed, planning and budgeting for sewer rehabilitation programs, documenting and reporting sewer by-pass incidences caused by blockage issues in the City's main sanitary sewer line, assisting property owners with claims filing processes, acquiring and implementing a computer base program to integrate CMOM related activities into existing City of Stamford's data bases (GIS), etc.

Public Education - During this fiscal year, approximately 1200 visitors toured the Plant and learned about wastewater treatment, stormwater and watershed protection, and recycling.

Cashiering and Permitting

Cashiering and permitting worked closely with the Board of Representatives and the Director of Operations to shore up decreasing revenue in the past fiscal year. Ticket fines were increased and more aggressive parking ticket towing program was instituted and ticket revenues began to rise significantly in the last two months of the 2011-2012 fiscal year. A new ordinance that mandates towing after the accumulation of three unpaid tickets has sharply increased compliance and tow revenues.

The creative use of staff time and the addition of a seasonal worker with the help of the Director's office, eliminated lines for the thousands of residents who came to us for beach stickers, boat slips and parking permits. We continue to work closely with operations to provide more on-line services to our customers.

Citizens' Service Center

The past fiscal year was a busy one for the Citizens' Services Center. Supervisor and Staff manned hotline phones during Hurricane Irene, providing timely public information and taking all storm damage requests and assigning them to the appropriate field supervisors. The CSC also coordinated power restoration in the wake of the storm prioritizing citizens requests with CL&P and following up with residents to make sure they received power. More than 1,000 storm related calls were taken and assigned.

New service request areas were added to assist citizens facing foreclosures or the cutoff of electrical power. The CSC is working closely with the Health Department and Social Services on these matters. We also added a follow-up field to check on the status of older requests and this service has been used by citizens to request quality of life services. Phone calls and service requests were robust during the past year, despite an extremely mild winter.

LAW DEPARTMENT

During Fiscal Year 2011-2012, the Director of Legal Affairs and Corporation Counsel, along with his Deputy Corporation Counsel and five staff attorneys, reviewed and approved approximately 450 contracts, agreements and leases and rendered 17 formal legal opinions to city departments, agencies, boards and commissions and provided more than 300 informal opinions to various departments, agencies, boards and commissions. The department also drafted a number of ordinances and resolutions for consideration by the Board of Representatives at its or the Mayor's request, and appeared before numerous boards and commissions to provide ongoing counsel on both procedural and substantive issues.

The Law Department has continued to provide legal services to the Board of Education, including tort claims and lawsuits, discrimination claims and contract disputes. In addition to representing the board in litigation and reviewing contracts as requested, this office has advised the board on employment issues, Freedom of Information issues, and has assisted the board in conducting student expulsion hearings. During the fiscal year, the Law Department expended approximately 556 hours on Board of Education matters, for which the city billed the Board of Education \$52,902.

A total of 133 claims were filed against the city this fiscal year, including vehicular tort claims, highway defect claims and a variety of personal injury and property damage claims. 81 lawsuits were instituted against the city, including personal injury, contract, employment and tort claims, tax appeals, as well as administrative appeals from City Boards. At the close of Fiscal Year 2011-2012 there were 523 lawsuits pending against the City.

During the year, the Law Department handled 243 delinquent tax matters in total. The Law Department resolved 19 cases in-house and worked with outside counsel in resolving 53 cases, and entered into payment plans on many others. Through the efforts of outside counsel and this office approximately \$2,408,507.08 of delinquent tax revenue was collected this fiscal year. Additionally, the Law Department collected \$105,469.83 in damages on behalf of the City for City property and automobiles that were damaged as a result of incidents involving City property or motor vehicle accidents with City cars.

The Law Department also monitored bankruptcy actions in which the city is listed as a creditor for taxes and/or parking violations and is actively filing proof of claim documentation in order to recapture revenue owed to the City of Stamford.

Resolved via settlement many of the pending property tax appeals and obtained Summary Judgment on several cases against the City. Many other favorable settlements, verdicts, and dismissals in civil rights cases and personal injury cases that exposed the City to damages, attorney's fees and punitive damages.

STAMFORD PUBLIC SCHOOLS

The following highlights represent major accomplishments in Stamford Public Schools for the 2011-12 school year:

Curriculum & Instruction

Literacy – Elementary

- Teachers K-5 received professional development on Common Core State
- Standards.
- Provided professional development for teachers K-5 on Close Reading
- and effective use of text dependent questions.
- Implemented the Reader's and Writer's Workshop Model in K-5.
- The Reading and Writing Units in grades 3-5 are being revised and aligned to
- the Common Core State Standards.

- The K-5 SPS Literacy website was updated to support parents and teachers.

Literacy - Middle School

- All ELA classrooms used the Workshop Model to teach the curriculum.
- Teachers received professional development on Common Core State Standards.
- Curriculum Committee started to align units to the Common Core State Standards and created Performance Tasks.
- All Middle School ELA classrooms have classroom libraries.

Literacy - High School

- Provided professional development for all ELA High School teachers to the
- Common Core State Standards.
- Provided professional development for all High School ELA teachers on
- “Laying the Foundation modules” that prepare all students to be AP ready.
- The Curriculum Committee started to align units to the Common Core State
- Standards and created Performance Tasks.

Science:

- Implemented a science program in grades K-5.
- Continued materials support for elementary science teachers provided by the
- elementary science paraprofessionals.
- Implemented a science program in grades 6 & 7.
- Continued phasing in the implementation of science program in grade 8.
- Provided instructional support for middle school science teachers by science coach.
- Revised Chemical Hygiene Plans for HS science classes

Mathematics:

- Piloted the use of centers as a means of differentiating at volunteer elementary schools
- Full implementation of the Connected Mathematics Project 2 in grades 6-8

- Began the study of the implementation of Common Core State Standards in mathematics at the elementary and middle school levels
- Implemented a revised Pre-Calculus curriculum in HS
- Introduction of the CCSS and to performance tasks to all HS math teachers

Facilities:

- CLC move to Old Rogers School
- ARTS program move to Old Rogers School
- WHS Dugouts and Renovations for Baseball and Softball fields at WHS
- Opening of Roadway at New Rogers School
- Paving Projects at Stillmeadow and Toquam
- Life and Fire Systems installed at Davenport
- Roofing Projects at Newfield, Scofield, and WHS
- TOR Code Upgrade Project
- New Oil Tank Installations at Dolan and Toquam
- Rooftop AC Units at Newfield and Roxbury
- Energy Reduction Program
- Part Time Custodial Savings

Finance:

- Operating budget surplus of \$20,679 (.009%) on a budget of \$229,275,948
- Produced 2012-13 operating budget of 3.25% despite having to absorb
- 18.1 expiring grant funded positions. In the last ten years, this is the second lowest requested percentage increase.
- Savings of \$357,000 (10%) in Electric Account due to district conservation efforts and purchasing strategies.
- Savings of \$587,000 (35%) in Gas and Oil heat accounts due to mild winter and conservation efforts.
- Savings of \$511,000 (4%) in Transportation cost due to prepayment discount, routing efficiencies, and additional grant receipts.
- Covered \$523,000 in health insurance claims deficits from other budget areas and increased the district's claims reserve account by \$477,000 to a level of \$3,629,000 (8% of claims) compared to a target range of 5%-9% of claims.
- District policy upgrades resulting in additional clarity and transparency for student activity accounts, budget transfers, School Building Use Fund, and transportation.

- Position control efficiencies in managing 2,082 positions.
- Change in district cell phone policy resulting in the reduction of 31 units and budgetary saving of \$5,000.
- Special Education revenue increases of \$1,100,000 due to extensive internal review of in-district student cost.
- Issued 5 Special Education RFP's (Occupational & Physical Therapy, Behavioral Therapy, Assistive Technology, Transition Services, and Scheduling) which will result in cost reductions of over \$300,000 in the 2012-13 budget.
- Reduction in controllable special education costs of \$692,000 (5.8%) with increases of 70 (4.5%) identified special education students.

Grants & Funded Programs:

Awarded the following grants:

- After School Grant (State) -TOR in partnership with DOMUS, \$244K+ over 2 years.
- Attendance Grant (Federal)-Roxbury, Hart, Stillmeadow, \$30K, 1 year.
- Upward Bound Grant (Federal)- SHS in partnership with UCONN,
 - \$1.25M over 5 years.

Other achievements:

- Supported the 21st Century Grants at Dolan (3rd year) and Rippowam (4th year), and the ALTA State After School Grant at SHS and WHS (6th year).
- Supported the start-up and operations of a new State After School program at TOR (1st year)
- Submitted 21st Century Grant for KT Murphy for the 2012-2013 school year.
- Partnered with numerous nonprofit organizations to provide before and after school academic and enrichment programs for 6,579 students through the state funded Extended School Hours Grant schools.
- Managed and coordinated the District Advancement Via Individual Determination (AVID) program at Cloonan, Dolan, Rippowam, TOR, Stamford High School and Westhill High School. All schools were nationally certified as AVID schools.
- Distributed approximately 70 refurbished computers, donated by local companies, to SPS third graders through the TechCycle Program, a partnership with the Chamber of Commerce, and U.S. Computer Connections.

Human Resources:

- Hired 78 new teachers, 5 administrators new to Stamford, and 22 paraeducators to replace resigning or retiring existing staff members or fill new positions.

- Processed retirements of 23 teachers, 2 administrators and 9 paraeducators.
- Sixty four (64) beginning teachers, working one-to-one with their mentors, completed the TEAM program, which allows them to move to Provisional teacher certification. An additional 47 teachers participated in the program, and will be completing their second year during 2012-13.
- The TEAM Coordinating Committee, along with other district administrators, trained 105 teachers on the newly designed “Module 5” which exposed them to the CT Teachers’ Professional Code of Conduct through a variety of scenarios about ethics and teaching.
- Sixty seven (67) new teachers attended the annual two day New Teacher Orientation provided by 19 teachers and administrators.
- Provided two workshops presenting information about the state Teachers Retirement Plan, state- provided health benefits and Social Security. As a result of the information presented at these sessions, 38 additional retirees selected the state TRB health plan.
- Identified a more comprehensive, less expensive student accident insurance plan to try to increase the number of students and their families selecting this insurance, thereby decreasing liability expense to the district.
- Identified a less expensive provider of life insurance coverage, saving the district \$35,000.
- Identified changes in the Flexible Savings account, adding the ability to see a debit card to pay for plan expenses, and decrease cost to the district by \$10,000.
- Received Medco rebates of over \$400,000.
- Developed a pilot Administrator Evaluation Plan to respond to legislative mandates, to be presented to the Board of Education for approval in August, 2012.
- Handled a variety of contract compliance issues for all employee groups and prepared for contract negotiations with the Stamford Education Association (“SEA”), which is beginning Fall 2012.

Public Affairs

- Created several district publications including District Calendar & Guide, Middle School Reference Guide, Fast Facts Sheet, Administrators’ Weekly, Superintendent’s Newsletter, news releases, website.
- Fielded media requests and promoted stories on school district daily coordinate district events such as Staff Convocation, Student and Staff

Achievements, Holiday Greeting Card Competition, Tour Your Schools Day, Spotlight on Teachers.

- Communicated with schools, parents, board, and media during crises and
- Consulted with attorneys/police/health officials as needed.
- Crafted letters for schools to distribute to families.
- Worked with Board of Realtors in producing 8 privately-funded videos on Stamford Public Schools. Videos are posted on the school district and Board of Realtors websites.

Student Support Services:

Alternate Routes to Success (ARTS): Comprehensive program that provides education for students in grades 6-12 with behavioral and academic needs.

- Comprehensive redesign of the four components of the ARTS program was completed by committee, July 2012.
- The Westhill ARTS changed to RISE (Resilience, Inspiration and Success in Education) an enhanced therapeutic model.
- St. Clement's Waterside has been relocated to the former Roger's site on Lockwood Avenue, August 2012; name to be created by students, Fall 2012.
- Transition programs for middle and high school students; currently located at Boys and Girls Club.
- RISE pamphlet, expected completion, July 2012.
- ARTS program handbook, expected completion, August 2012.

English Language Learner (ELL) Program

- Developed a common curriculum that is consistently used for level A ESL courses at the high school and created common assessments aligned to the common curriculum.
- Collaborated with the Young Haitian-American Professionals Society (YHAPS) on an after school program, Empowering for Academic Growth and Leadership Excellence (EAGLE). EAGLE is a 25-week afterschool mentoring program designed to provide academic, social, and recreational enrichment to Haitian-born high school students, from grade

9th through 12th grade. Approximately 20 new-arrival bilingual Haitian Creole students participated.

- Created Centralized registration procedures for new arrival ELL students
ELL students are now able to be centrally screened, identified and placed in appropriate programs that are aligned to their language-learning needs.

World Language

- Developed a common curriculum that is used consistently for level II in Spanish and French at the middle school and high school levels.
- Created common assessments aligned to the new curriculum.
- In the comprehensive plan each level will have 4 unit assessments, 4 project-based assessments and a comprehensive final assessment.
- Evaluated and purchased research-based curricular resources (textbooks, software etc) for use with Spanish and French level I and II.

Safety & Security:

- Westhill & SHS have one security supervisor each to make communications between the director and security staff easier.
- Officers attended several trainings including: drug and gang awareness seminar; restraint, de-escalation, and bullying.
- Security staff will have a new uniform shirt to be worn by all officers starting this fall. It will be much easier to recognize that the person wearing this shirt is a school security officer.
- Our schools had a total of 74 safety meetings during the school year and addressed numerous safety/security issues.
- This year we had 100 percent compliance on fire and emergency drills.
- BOE district safety committee met 4 times to address and assist schools with safety/security concerns.
- Each school's safety committees met at least 3 times during the school year to address concerns at the school level.
- 100% compliance with mandatory emergency drill requirements.
- Continued SPS employee training in AED/CPR, First Aid, or "Slip, Trip, Fall" Prevention Training.
- Certifying all security officers with the State of the Connecticut including security ID cards through an eight hour course in security basics.
- All school safety committees use a common checklist to ensure building

safety are quickly identified and corrected.

BOARD OF REPRESENTATIVES

The 28th Board of Representatives took office on December 1, 2009. Elected were 24 Democrats and 16 Republicans. The Board meets in regular sessions on the first Monday of each month. A Steering Committee meeting is held each month to set the agenda for the following month.

During the period July 1, 2011 to June 30, 2012, the Appointments Committee recommended approval of 22 mayoral appointments to various boards and commissions, a director and a department head: the Director of Public Safety, Health & Welfare and the Chief of Stamford Fire & Rescue (in Acting Capacity as well as a permanent appointment).

The Fiscal Committee evaluated 71 appropriations as well as the operating and capital budget for Fiscal Year 2012-2013. The Fiscal Committee also monitors progress on capital projects and close-outs/ reallocations, bid waivers, contract bids, grant funds and the contingency fund. It also reviews applications and agreements to obtain grant funds.

During Fiscal Year 2011-2012, 72 resolutions and 13 ordinances were passed. Significant legislation included:

- Establishing new district boundaries.
- Creating a Charter Revision Committee.
- The creation of the position of an Executive Director at Smith House.
- Providing for summary publication of ordinances.
- Reducing from 6 to 3 the number of outstanding parking tickets for purposes of towing a vehicle.
- Amending the contribution schedule to OPEB.
- Amending the requirements for parking during snow emergencies.

There are several other committees whose membership worked to bring about the above-listed accomplishments. These committees are: Steering, Legislative & Rules, Land Use-Urban Redevelopment, Operations, Public Safety & Health; Parks and Recreation; Education; Housing/ Community Development/ Social Services; State & Commerce and Transportation. During 2011-12, there were three special committees: North Stamford Water Supply, Charter Revision and Redistricting.

BOARD OF FINANCE

Board Members

Timothy Abbazia (D) Chairman

Mary Lou T. Rinaldi, (D) Vice-Chair

John J. Louizos, (D)

David Martin, (D)

Gerald Bosak, Jr. (R)

Kathleen Murphy (I)

Term Expires

November 30, 2013

November 30, 2015

November 30, 2015

November 30, 2015

November 30, 2013

November 30, 2013

Established and governed by the *City of Stamford Charter*, the Board of Finance is an elected body authorized with specific powers and duties related to the City's finances. The Board's duties include: examining requests for additional appropriations; investigating and determining the fiscal policies of the City; approving the Mayor's Proposed Operating, Special Funds, and Capital budgets, and the proposed Board of Education budget; transmitting the approved budgets to the Board of Representatives for final approval; and determining and fixing the tax rates in each of the City's tax districts. The Board of Finance may also determine the type of bonds relating to the issuance and sale of general obligation bonds and bond anticipation notes.

The Board of Finance is composed of six members, each of whom holds office for a four (4) year term. Board members are elected by Stamford voters in citywide elections for staggered terms—one half of the membership is elected at each biennial municipal election. The members serve without compensation.

The Board of Finance holds its regular meetings on the second Thursday of each month, unless changed by resolution of the Board. These meetings are held in the Board of Finance Meeting Room, located on the Fourth Floor, Stamford Government Center, 888 Washington Boulevard. Meetings are open to the public and include a period of time, not to exceed 30 minutes, at the opening of each meeting for the public to address the Board on any item on the meeting agenda.

In addition to regular meetings, special meetings may be called by the Mayor or by any two members of the Board to address urgent issues or requests. The Board also holds hearings on the Mayor's Proposed Operating and Capital Budgets and the Board of Education's proposed budget. The Board then votes on these budgets which they may accept, reject, or reduce on a line-item basis.

During the 2011-2012 fiscal years, in addition to its twelve (12) regular meetings, the Board held eight (8) special meetings, and one (1) joint public hearing with the Board of

Representatives. Also, the Board held a total of eight (8) budget hearings in the months of March and April, in which each City department reviewed its proposed 2012-2013 budget with the Board.

The Office of Board of Finance is staffed by a permanent Clerk/Staff Person and its office is located on the 4th floor of the Stamford Government Center.

URBAN REDEVELOPMENT COMMISSION

The Urban Redevelopment Commission (“URC”) is the City’s development arm. This year the URC worked successfully with the City to negotiate and obtain all necessary City approvals for an amendment to the Land Disposition Agreement for the redevelopment of lower Summer Street which assigns the redevelopment rights to a division of Boston developer Trinity Financial. Closing and commencement of construction of two (2) residential buildings containing 417 rental apartments, ground floor retail and associated parking garage is anticipated mid-December of 2012; with completion of construction within three (3) years.

The URC is participating in the study of a potential new main-line railroad station (accessing both the New Haven and New Canaan Lines) while working with the East Side Partnership to explore the creation of a next generation urban renewal project along East Main Street in the area of proposed station and Phase II of the Stamford Urban Transitway; which provides automobile, enhanced bus, bike, and pedestrian connections between the Stamford Transportation Center and the City’s East Side.

The URC continues to play a lead role in the development of the Mill River Corridor, which will include the addition and / or improvement of 19 acres along both sides of the Mill River, and upgrading of existing parkland. The Board of Representatives and Board of Finance have authorized the TIF financing necessary to proceed with reconstruction of the Mill River Park.

Last year the URC together with the Downtown Special Services completed work on a comprehensive report proposing an update of downtown zoning to enable more rapid approval of projects which embody the urban design principles of Stamford’s Master Plan. The aim is to develop clear, consistent and simple zoning rules that make it easy to develop dense, mixed-use projects of outstanding design quality. Together with the DSSD and other downtown stakeholders, the URC worked successfully to implement one of the principal recommendations contained I the report; a reduction in parking ratio requirements set forth in the City’s Zoning Regulations. The Trinity Financial development described above was one of the first beneficiaries of the new parking ratio.

LIBERATION PROGRAMS, INC.

Mission

Liberation Programs' mission is to empower people and their families to be free of the disease of addiction by providing targeted solutions that restore lives and strengthen our community.

Overview

Liberation Programs, Inc. provides a variety of service options to help youth, adults and families overcome addiction and lead more productive lives. The agency has sites in Greenwich, Stamford, and Bridgeport that serve over 1,000 people every day. In FY12, the agency served 2,290 unduplicated persons- 1,404 at service sites in Stamford.

This year marks 41 years that Liberation has been providing critical service to individuals and families in Fairfield County. Created to address a rise in local drug use, our first service location was Liberation House in Stamford. From the beginning, Liberation Programs has always sought to provide the strongest most unified services in substance abuse treatment, outreach and prevention. Our services are provided at eight locations and include two residential treatment programs, outpatient services, special services for youth and their families, people living with HIV/ AIDS, older adults and extensive education and outreach efforts in the community,

The Problem

A story on June 7, 2012 appeared on MSNBC.com and addressed the complex nature of addiction with the example of how the use of something as common as pain killers can quickly escalate to abuse. *"Prescription painkillers of the sort that 12 million Americans used in 2010, according to CDC, are narcotic opioid drugs, more commonly referred to as opiates."* According to the National Institute of Drug Abuse, *"when opiates are consumed, they enter the bloodstream and activate receptors in the brain's reward system. Scientists call the link between the drug and the receptor a lock and key relationship, because one specific neurotransmitter activates specific receptor molecules, the same way only one key fits a particular lock. When the opiates reach the receptors, the receptors release dopamine which produces feelings of pleasure and satisfaction. It's this actions at the most basic cellular level that is the foundation for drug addiction. Although the initial effect is rewarding, when it wears off the user feels worse than before. "All it takes is for "key" which may be any number of drugs or substances including alcohol, to fit the particular "lock" in a person's brain. The result is downward spiral toward dependence and addiction.*

A study conducted by the Center for Behavioral Health Statistics found that in 2009, 236,000 Connecticut residents over the age of 18 were suffering from alcohol or illicit drug dependence or abuse. Unfortunately, Connecticut has the highest percentage of abuse and dependence (12%) compared to the national average (8%). Fortunately, advances in the medical knowledge of how addiction occurs have led to highly effective treatment programs.

Programs and Service Sites in Stamford

Families in Recovery Program (FIRP) – FIRP is a 10-family, four to six month, residential program unique to Fairfield County. FIRP welcomes pregnant and parenting single mothers and their children while the mothers receive treatment. The program served 41 women and approximately 60 children this past year.

Liberation House Residential – Lib house offers a four to six month residential program for 65 men focused on helping them learn sober coping skills. Men receive counseling, outpatient treatments, and connections to community resources and support groups. In FY 12, Lib House served a total of 200 men.

Liberation House Outpatient – Outpatient services are also available at the Liberation House service site. Services include group therapy, family therapy, counseling, relapse prevention, drug screening and medication maintenance for persons in recovery. Stamford outpatient served 1,068 individuals in FY12.

Integrated Care Partnership (ICP)- The ICP is a formal collaboration between Liberation Programs, F.S. DuBois and Optimus Health Care that provides integrated access to medical, psychiatric, and substance abuse help at a single location for persons who have been the most difficult to engage. Now in its second year, the ICP served approximately 70 persons in need of this type of integrated service this past year.

Education and Prevention

According to the same study by the Center of Behavioral Health Statistics and Quality 23,000 of Connecticut's youth ages 12 to 17 were identified as either dependent or abusing alcohol or illicit drugs. In order to have an impact on these statistics, Liberation engages in extensive education and prevention efforts in the community. Through activities and presentations to schools, youth groups, and other organizations, we provide education on the risks of drug and alcohol abuse and reinforce positive coping skills to teach young people how to successfully navigate complex situations.

In fiscal year 2012, Liberation conducted 418 presentations in 18 different middle and high schools and 67 different community forums in Greenwich, Stamford, Darien, Bridgeport, New Canaan, Wilton, and Norwalk. The majority of these presentations and activities were conducted by our Prevention Specialist. In presentation evaluations completed by 450 students, 98% felt that without a doubt he knew the topic and understood teen behavior; 91% found the subject of the presentations interesting; and 69% indicated they would consider what they had learned when making future decisions.

Persons Served in Stamford- FY12

Adults

Residential and Outpatient: Stamford sites served 1,404 in residential and outpatient programs which include 52 youth under the age of 18. Residential programs experienced an 82% successful completion rate and outpatient success rates were at 69%

Youth

Education: This past year, LPI conducted 418 education and prevention presentations in the community that reached over 5,100 teens and adults. In Stamford, 169 presentations took place in Stamford middle and high schools, alternative schools and public forums that reached 1,615 students and adults.

THE CHILDCARE LEARNING CENTERS

CHILDCARE Learning Centers (CLC) offers comprehensive, high quality early childhood education to children between six weeks and five years of age. CLC serves approximately 1,000 children at 8 sites located throughout the City of Stamford. CLC's comprehensive services include early childhood education, parent involvement, health, nutrition, and family social services. CLC participates in the Child and Adult Care Food Program, which allows it to provide our children with breakfast, lunch, and snacks on a daily basis. The meals provided by CLC meet 80% of the children's daily nutritional requirements. CLC prepared approximately 3,000 meals per day during the 2010-2011 program year. All of CLC's sites are either accredited by the National Association for the Education of Young children (NAEYC) or have been monitored for quality by the U.S. Office of Head Start Monitoring (OHMS). CLC's sites consistently receive the highest ratings from these organizations.

CLC continued to provide unique programs for its children during the 2011-2012 year. These programs included *Learning In A Bag* and *Discovery Studios*. The *Learning In A Bag Program* plays a significant part in our school's parent involvement component. It fosters a wide variety of critical child development skills and increases parents' involvement in their children's learning. *Discovery Studios* provide young children with a variety of imaginative, hands-on learning activities not usually included in daily

classroom routines. These activities are interactive in-depth experiences in science, music, and literature.

To deliver comprehensive services to its families CLC partners with many non-profit agencies in Stamford, including but not limited to: Family Centers, New Neighborhood, Inc., Yerwood Center, Inspirica, Neighbors Link, DOMUS' Trailblazer Academy, the Child Guidance Center, and the Ferguson Library. In February of the 2011-12 school year, CLC was chosen to be Yale University's lab school for an exciting three year grant program that will develop, implement, and test a preschool program designed to improve emotional literacy in children. The project will be funded by a \$1.5 million grant from the U.S. Department of Education's Institute for Education Sciences and will create, implement, and test the program.

CLC's Board of Directors and Leadership Council include people from the business and local community who give of their time and resources to ensure the success of CLC's programs, graduates, and the Stamford community.

STAMFORD MUSEUM & NATURE CENTER

The Stamford Museum & Nature Center is a vital cultural and educational resource for the entire community, inspiring creativity, fostering self-discovery, promoting environmental stewardship and nurturing an appreciation for lifelong learning. It does this through its many and varied exhibitions, educational programs, and special events, all of which enhance a visitor's experience at this unique site.

The 118-acre property is home to Heckscher Farm, a 16-acre working New England farm with heirloom breeds of animals; the Stamford Observatory; Overbrook Nature Center; The Bendel Mansion, once the summer home of famed New York retailer Henri Bendel, which now houses exhibition space, the Museum's permanent collection, and administrative offices; early education classrooms; a state-of-the-art Otter enclosure; Animal Embassy; and more than 80 acres of hiking trails. The SM&NC remains a focal point for family activity and interaction year-round.

Attendance at the SM&NC has remained steady with more than 170,000 visitors passing through its gate. Membership has increased, with 2,200 Member families encompassing more than 7,000 individuals. Annually, 82% of the operating budget goes directly to support the service and delivery of programs to its constituency.

If you've visited the SM&NC recently, you've certainly noticed the renovations to the steps leading to the Bendel Mansion thanks to the generous support from the City of

Stamford. This stunning makeover provides both a safe and beautiful entrance from our Meadow to the Bendel Mansion.

A broad range of topics are explored through the Museum's exhibitions, which continued to thrive and grow, drawing an audience from both near and far. This year, the Museum's galleries were home to a wide variety of exhibitions including its popular LEGO® trainscape holiday show, *All Aboard with Bill Probert & Friends*, in tandem with *Visions of Gingerbread: The Sweetest Architects* bringing in a record of 19,000 visitors to the galleries. Other exhibitions this year included: *Centuries of Progress: American World's Fairs 1853-1982*; *Dancing by the Light of the Moon: The Art of Fred Marcellino*; *Tarantulas: Alive & Up Close*; and *Flash Gordon and Heroes of the Universe* which will be on display through November 4, 2012.

The SM&NC continues to grow its dynamic level of "signature" educational programming – the heart of the SM&NC. With seasonal, topical, and supplemental programming tied to its successful exhibitions, SM&NC presented more than 200 signature programs the community and surrounding areas have come to love and expect from this institution. It extended its seasonal "family festival" events from a single day to both weekend days allowing families more flexibility and choice for attending these popular events. Among them were Harvest Festival Weekend, Touch-A-Truck, Maple Sugar Festival Weekend, Take-a-Hike Week, Model Ts to Mustangs, Amphibian Amble, and Spring on the Farm Festival Weekend. The Museum honored June Rosenthal and Aquarion Water Company at its 15th Annual Wine Tasting for their longstanding generous and committed support. Mayor Pavia joined us to celebrate these distinguished honorees.

Over the past year, 825 volunteers donated more than 8,300 hours to the SM&NC. Their dedication and hard work over the year to our various programs and support earned 18 of them President Barack Obama's Presidential Volunteer Service Award, given by the President's Council on Service and Civic Participation.

The SM&NC continues to grow its partnership with more than 95 schools in Stamford and throughout the region with its vast array of programs and offerings. More than 15,257 students participated in SM&NC programs in 2011/2012, with more than 10,002 coming for on-site programs, and SM&NC education staff visiting more than 5,255 through with the SM&NC-in-the-Schools Program. This year marked a 24% increase in overall participation from last year, and we expect this growth to continue.

The Stamford Museum & Nature Center is working diligently to maintain and engage corporate and philanthropic partners, and will continue with confidence and creative efforts to build our base of earned and contributed income so we can provide the

community with a rich portfolio of programming, exhibitions, community events, and recreational activities for the Stamford and the surrounding communities.

SHELLFISH COMMISSION

The Stamford Shellfish Commission's major responsibility is to act as stewards of Stamford's shellfish natural resources and to husband and improve these resources for the citizens of Stamford. We also act as the Health Department's field force in that we repair and replace shellfish signs, provide boats for water quality testing and supply shellfish meat samples for CT Aquaculture analysis. Each of our members is an active waterman and shell fisherman

Over the past two years the Stamford Shellfish Commission and its work has been reviewed by senior administration managers. We also carefully explained what we do to Stamford's Board of Public Safety. They all agreed that the Shellfish Commission is an integral part of the Stamford Health Department's mission to insure the safety of Stamford's clams and oysters. Our members are all volunteers and our Commission costs the city nothing.

Stamford has a long history and heritage connected to Long Island Sound. Yet very few people understand the value of the Sound's shellfish resources or the ecosystem services they perform. A recent survey by the East Coast Shellfish Association shows that the value of Connecticut's shellfish industry leads every other state at something well over \$50 million (A copy of this report is available from the Chairman).

Last May as a public service and to increase the knowledge of Stamford's shellfish resources, The Commission had Norm Bloom of Norwalk bring one of his dredge boats to Stamford. He picked up Commission members, local Board of Reps members Mary Uva and Pat White along with others interested people at the West Beach dock. We test dredged our Westcott Cove area. It was a great learning experience.

This type of Long Island Sound shellfish resource orientation should be expanded to other Stamford officials, especially those whose work affects the Sound. These trips would be similar in nature to the requirement that every Stamford schoolchild go through the Long Island Sound program at Soundwaters in Cove Island Park.

Our winter seed oyster relay again proceeded without any problems.

One thing that the Shellfish Commission would like to stress is that since its inception in 1998, all our meetings have taken place as posted and complete notes of all meetings have been filed with the Town Clerk within one week. We feel that we are in full compliance with Connecticut's Freedom of Information Law and Stamford's City Charter. We further stress that all our meetings are open and we welcome visitors.